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**Self-Evaluation of the  
projects  
“Support to Mine Action  
and ammunition  
destruction”**

*Final Evaluation Report*

*September 2015*



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# ***DELEGATION of the EUROPEAN UNION***

**Bosnia and Herzegovina**

**Self-Evaluation of the projects “Support to Mine Action and  
ammunition destruction”**

**Contract N° 2014/349713 – Version 1  
FWC COM 2011 – Lot 1 – Studies and Technical Assistance in all  
Sectors**

## **Evaluation Report**

**Final**

**September 2015**

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# Table of Contents

<b>LIST OF ABBREVIATIONS AND ACRONYMS</b>	<b>II</b>
<b>1 EXECUTIVE SUMMARY</b>	<b>3</b>
<b>2 INTRODUCTION</b>	<b>9</b>
2.1 BACKGROUND AND CONTEXT	9
2.2 PROJECTS PROVIDING "SUPPORT TO MINE ACTION AND AMMUNITION DESTRUCTION"	10
<b>3 OBJECTIVES OF THE EVALUATION</b>	<b>10</b>
3.1 OVERALL OBJECTIVE	10
3.2 SPECIFIC OBJECTIVES	10
<b>4 METHODOLOGY</b>	<b>10</b>
<b>5 STRUCTURE OF THE EVALUATION REPORT</b>	<b>12</b>
<b>6 EVALUATION FINDINGS</b>	<b>13</b>
6.1 DESIGN QUALITY	13
6.2 PERFORMANCE	14
6.2.1 <i>Relevance</i>	14
6.2.2 <i>Effectiveness</i>	19
6.2.3 <i>Efficiency</i>	23
6.2.4 <i>Impact</i>	28
6.2.5 <i>Sustainability</i>	31
6.3 PROGRAMME/PROJECT MANAGEMENT	34
<b>7 CONCLUSIONS</b>	<b>37</b>
7.1 CONCLUSIONS	37
<b>8 LESSONS LEARNT AND RECOMMENDATIONS</b>	<b>39</b>
8.1 LESSONS LEARNT	39
8.2 RECOMMENDATIONS	40
<b>ANNEXES</b>	<b>44</b>
<b>ANNEX 1 – EVALUATION TERMS OF REFERENCE</b>	<b>45</b>
<b>ANNEX 2 – METHODOLOGY USED</b>	<b>54</b>
<b>ANNEX 3 – SCOPE OF THE EVALUATION</b>	<b>59</b>
<b>ANNEX 4 – ASSESSMENT OF SAMPLE PROJECTS</b>	<b>64</b>
<b>ANNEX 5 – POSSIBLE SCENARIO FOR FUTURE EU FUNDING FOR BIH MINE ACTION</b>	<b>90</b>
<b>ANNEX 6 – ACTORS INTERVIEWED</b>	<b>91</b>
<b>ANNEX 7 – LIST OF DOCUMENTS CONSULTED</b>	<b>93</b>

## List of Abbreviations and Acronyms

ASB	Arbeiter Samariter Bund (German aid organisation)
BAM	Bosnian Convertible Mark
BiH	Bosnia and Herzegovina
BHMAC	Bosnia and Herzegovina Mine Action Centre
CDS	Country Development Strategy
CoM	Council of Ministers
CSP	Country Strategy Paper
EC	European Council
ERW	Explosive Remnants of War
EU	European Union
EUD	European Union Delegation to Bosnia and Herzegovina
EUR	Euro
EUFOR	European Forces
EXPLODE	Explosive Ordnance and Remnants of War Destruction Project in Bosnia and Herzegovina
GICHD	Geneva International Centre for Humanitarian Demining
GIS	Geographical Information System
HRK	Croatian Kuna
IS	Instrument for Stability
IMAS	International Mine Action Standards
IPA	Instrument for Pre-accession Assistance
IT	Information Technology
ITF	International Trust Fund (for Demining and Mine Victim Assistance)
MAAD	Mine Action and Ammunition Destruction
MAS	Mine Action Strategy
MIPD	Multi-annual Indicative Planning Document
MoCA	Ministry of Civil Affairs
MoD	Ministry of Defence
MoFA	Ministry of Foreign Affairs
MRE	Mine Risk Education
MoU	Memorandum of Understanding
MCTS	Mine Clearance and Technical Survey
MVA	Mine Victim Assistance
NGO	Non-Governmental Organisation
NTS	Non-Technical Survey
OHR	Office of the High Representative
OSCE	Organisation for Security and Cooperation in Europe
OVI	Objectively Verifiable Indicators
PRAG	Practical Guide to Contract Procedures for EU External Actions
QA	Quality Assurance
QM	Quality Management
QMS	Quality Management System
SALW	Small Arms and Light Weapons
SHA	Suspected Hazardous Area
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SOP	Standard Operational Procedures
TA	Technical Assistance
ToR	Terms of Reference
TS	Technical Survey
UEM	Udruženje za Eliminaciju Mina
UNDP	United Nations Development Programme
UNMAS	United Nations Mine Action Service
UXO	Unexploded Ordnance



# 1 Executive Summary

## BACKGROUND

The Instrument for Pre-Accession Assistance (IPA) Programme in Bosnia and Herzegovina (BiH) envisages support to the implementation of the BiH Mine Action Strategy and its sub-strategy for Mine Victim Support.

The European Union (EU) has for a number of years been a key stakeholder in the mine action sector of BiH. The EU has funded projects to the value of 46 million EUR since 1996 and continues to be one of the largest international donors to the sector. Since 2007, funding has been through IPA, which offers assistance to countries engaged in the accession process to the EU.

## PURPOSE AND SCOPE

The purpose of the evaluation is to determine the extent to which i) the projects have collectively succeeded in meeting the objectives of the EU as set out in the relevant Country Strategy Paper (CSP); and ii) the projects have increased the Government's ability to meet its objectives within the agreed framework of cooperation with the EU. It is therefore important that the review focus not only on the individual projects being evaluated, but also on their overall achievements.

The evaluation encompasses a total of 18 projects funded by the EU under several instruments: IPA 2007, 2008 and 2011 in the period from 2009 to 2014, and the Instrument for Stability (IFS) 2008, 2009 and 2013 in the period from 2008 to 2015. The evaluation is based on a targeted sampling of 5 completed projects that may be considered representative; however, a limited number of 3 uncompleted projects have been chosen as well.

## KEY EVALUATION FINDINGS

### Project design

The design quality of Mine Action varies greatly according to the type of project. The specific needs and characteristics of the Land Release as a pilot project have not been adequately explored in its design. Most Mine Clearance and Technical Survey (MCTS) projects have intervention logics that are relatively straightforward, which is reflected in the individual grant project proposals. However, the objectives and activities of projects that combine demining and socioeconomic development were mainly designed somehow isolated from each other. The design quality of projects in Mine Risk Education (MRE) and Mine Victim Assistance (MVA) is good and their objectives and indicators are SMART. EXPLODE (the Explosive Ordnance and Remnants of War Destruction Project), the only ongoing project in the sub-sector of Ammunition Destruction, is also based on a realistic and clear intervention logic.

### Performance

#### Relevance

All of the individual sample projects' objectives are fully compliant with the BiH Mine Action Strategy 2009-2019, which targets a "mine-free BiH by 2019". The projects also contribute to fulfilling BiH's obligations under the Ottawa Convention. Land release is the use of survey and clearance to remove the threat of mines and explosive remnants of war (ERW) and appears highly relevant for BiH. All individual MCTS projects respond to the needs of the target groups (i.e. mine-contaminated communities in BiH) in accordance with the annual priority lists of the BiH Mine Action Centre (BHMACE) and the criteria of provision of conditions for return and sustainable socioeconomic development.

The relevance of all MCTS projects combining demining and socioeconomic development is high. The MRE and MVA projects are also assessed as highly relevant to both EU strategies and country priorities. Lastly, EXPLODE is highly relevant to the community safety and security of BiH.

## Effectiveness

Overall, the effectiveness of the EU Mine Action Programme in BiH is mixed if assessed in relation to targets set out in the BiH Mine Action Strategy. All completed EU projects directly contribute to the realisation of the BiH Mine Action Strategy 2009-2019. Humanitarian demining and its supported mine actions are bringing positive socioeconomic effects and best practices to the targeted communities by providing a favourable environment and a source of steady income to vulnerable groups.

Overall, the mine action performance of BiH is poor. Analysis shows that in the first five years of the 2009-2019 strategy, international donors contributed almost 95% of the planned funding commitments. In fact, the main shortfall has been in country funding: 35% short of the targets set out in the 10-year Mine Action Strategy.

As regards sample projects, it is still not clear if the Land Release project can deliver all of its planned results on time and to a high standard. The MCTS projects appear to be technically competent and effective in specific mine action terms. The socioeconomic development initiatives were highly rated by beneficiaries as having mitigated their economic challenges. The MRE and MVA projects have been delivered effectively and the EXPLODE results to date have been achieved, with structured support from other international partners and especially EUFOR.

## Efficiency

One of the major difficulties experienced by the Land Release project since its inception has been inadequate BHMAL internal capacity and a lack of external expertise and support. This has been in addition to the initial reluctance of internal staff to be part of the implementation structure and some reservations as regards the new methodology. It is evident that BHMAL project staff were often left unattended to shoulder a technically and administratively complex – and sometimes unwanted – task. The procurement capacity and experience of BHMAL is still limited.

In the main, the MCTS sample projects have been largely efficiently implemented. Despite difficult implementation conditions (particularly due to the floods in May 2014) and with the help of contract extensions, all projects managed to achieve and even slightly exceed the planned targets for land clearance and survey. However, partner cooperation has been a challenge to projects combining demining and socioeconomic development due to different organisational cultures. Partner cooperation worked exceptionally well for MRE projects due to a long history of projects being implemented jointly in the past. The efficiency of the MVA projects is high and the EXPLODE project is cost-effective.

At country level, in terms of available capacity for Mine Action, the current pool of organisations and professional staff remains only partly utilised. Transparency related to task prioritisation and allocation is crucial to the efficient use of funds and needs to be further strengthened. Improved donor and stakeholder coordination would support increased transparency in tasking.

## Impact

Upon completion, the various IPA demining projects produce immediately visible direct impact in that demining directly improves the living conditions of the people. The reduction of mine-suspected areas has created significantly safer living conditions for citizens who had to live in the contaminated area. However, there is wide agreement that BiH will not meet the deadline of 2019 for clearing all mines from its territory.

As regards Land Release, the desired impact is still lacking as the project is not yet complete, while all completed MCTS grants have already produced immediate and direct impact. The key value of the implemented socioeconomic measures is to contribute to community development and preferably to generate sustainable sources of income. The impact of the activities of MRE and MVA projects is evident in a number of evaluated cases. The impact of the EXPLODE project is also immediately visible in the form of the continued destruction and disposal of hazardous ammunition.

## Sustainability

Overall, the economic, financial and political situation in BiH entails less than optimal financial viability for the demining sector. A significant financial gap continues to exist between the actual need for mine action and the capacity of the country to maintain the required pace of demining in line with the BiH Mine Action Strategy. International donors and domestic funds are insufficient to allow long-term sustainability. State funding is limited to the provision of BHMAC office facilities, employee salaries and insurance. In addition, the lack of a new legal framework has contributed to the repeated failure of BiH to meet its funding targets under its own Mine Action Strategy.

A review of the Mine Action Strategy 2009-2019 is about to begin and should also consider Land Release as this may further strengthen the sustainability of the new methodology. The completed MCTS projects are sustainable. The safe ground achieved by demining is both sustainable and provides a sustainable basis for accident reduction and further development investment. A number of local communities have defined local development strategies and are providing support to local socioeconomic initiatives. The MRE and MVA projects have similarly implemented a largely sustainable concept.

EXPLODE is working toward the sustainability of its achievements by strengthening capacities, structures and systems. An essential factor of its success is the demonstrated "comprehensive approach", meaning that the relevant EU institutions, namely European Forces (EUFOR) and the EU Delegation (through EXPLODE), work in a comprehensive manner with remarkable results.

Further strengthening of the public institutions conducting demining (BiH Armed Forces, Civil Protection) would be helpful as in the long term, this also increases the country's contribution toward solving the problem of mines in a sustainable way.

## **Programme/project management**

Overall, programme management is lacking clear leadership on part of the BiH institutions. A major reason for uneven progress is an underlying political lethargy around the mine problem in BiH. The Parliament has not been able to pass a new demining law and has consistently underfunded mine clearance. In addition, recent developments with respect to the Demining Commission are puzzling. On the one hand a new Demining Commission was to be appointed by mid-July 2015. On the other hand, the currently published draft Demining Law suggests the abolition of the Demining Commission by transferring its responsibilities to the Ministry of Civil Affairs (MoCA).

During the last two years coordination and communication with the Donor Board has largely stopped due to a lack of interest on part of the BiH institutions. As an immediate consequence, interest from foreign donors has been rapidly waning. As a first reaction the donors themselves re-established the Donor Board at the beginning of 2015. It seems that the commitment of the MoCA toward more effective donor coordination is increasing for the time being. Ammunition destruction can benefit from a functioning coordination and implementation mechanism.

Following the May 2014 floods (which forced the Programme Manager at the time to focus on emergency issues) project steering in mine action (and ammunition destruction) by the EUD also suffered, accompanied by frequent changes to the position of Programme Manager.

## **CONCLUSIONS**

IPA support to Mine Action and Ammunition Destruction (MAAD) is highly relevant and in the main, effectively delivered to beneficiaries. The mix of different types of assistance, including socioeconomic development, has been a clear advantage of the current IPA support.

The evaluated sample projects as well as the overall EU MAAD programme have been mainly effective in achieving their desired results, thus contributing to the fulfilment of the BiH Mine Action Strategy. The chosen implementation modalities adequately reflect the strengths and weaknesses of delivering such assistance in BiH. Further strengthening of BiH Armed Forces

and Civil Protection would increase country ownership and sustainability. There is also an emerging need to ensure transparency and availability of data on mined areas by BHMAL towards NGO, companies, public and other relevant stakeholders.

The expected impacts of the MAAD programme are becoming increasingly visible, particularly at local levels of intervention.

Sustainability of the achievements of the MAAD programme is also largely ensured; however, a sustainable delivery of the overall BiH Mine Action Strategy is questionable.

Problems related to the legal framework, funding, lack of trust within the sector related to task prioritisation and allocation and the lack of coordination and communication between donors and BiH stakeholders are significant, although there are indications of certain improvements.

## LESSONS LEARNT AND RECOMMENDATIONS

### Lessons learnt

- Introducing new methodologies such as Land Release requires a change management process, closely supervised by top management. The process in BHMAL has so far been following a rather unstructured approach;
- Provided that a mine-free BiH by 2019 remains the ultimate goal, there needs to be long-term concept based on which to manage the BHMAL's change process in view of its gradual phasing out;
- As regards socioeconomic development activities, linkages to the Local Development Strategies could increase potential effectiveness, impact and sustainability due to the dedication of local governments to the set objectives and priorities;
- The seasonability of agricultural production needs to be considered in project design and the implementation of socioeconomic activities;
- As can be seen from the implementation of the Mine Victim Assistance (MVA) project, vulnerable populations can be supported only on a case-by-case basis. This requires a tailored, individual approach specific to each beneficiary;
- Socioeconomic activities increase the visibility of demining since they bring immediate, visible and additional benefits to the communities;
- The involvement of EUFOR strengthens the process of technical monitoring in Mine Action and Ammunition Destruction.

### Recommendations

#### Strategic aspects

Recommendation	Addressee
A transparent public consultation process on Demining Law should be initiated that also includes sector institutions and representatives, civil society and donors. In order to anticipate the likely consequences of the new Demining Law, the EUD should discuss at the Donor Board the possibility of carrying out a regulatory impact assessment.	MoCA, Demining Commission, Donor Board, EUD
Improve the quality of donor coordination in terms of structure, content and communication to domestic and international stakeholders. Arrange regular donor coordination meetings.	MoCA, Demining Commission, Donor Board
Invite EUFOR to participate in the next Donor Board meeting as part of the EU family. They could assist the Donor Board with external technical monitoring. Moreover, the involvement of EUFOR would strengthen the currently rather weak coordination between humanitarian and military demining.	EUD

Recommendation	Addressee
As priority, convene a meeting of donors to agree a method of improving the process for 2015 onward using a single task list (possibly also reflecting the Land Release approach), rather than individual donors continuing to conduct their own approach to task selection.	MoCA, Demining Commission, BHMAC

### Programming

Recommendation	Addressee
<p>Separate demining and socioeconomic development projects, while still ensuring cooperation between demining and socioeconomic development NGOs.</p> <p>Programme socioeconomic projects on a basis of at least two years of duration, to ensure sufficient time for economic and social initiatives to be implemented and made sustainable. Ensure that individual initiatives offer a value chain, for instance by linking market research, business training and market access.</p> <p>Increase funding per project in order to ensure stronger project impact and comprehensiveness.</p> <p>Award socioeconomic development contracts to qualified and experienced NGOs, based on clearly defined and respected grant criteria.</p>	EUD
<p><b>The project concept related to economic development that is currently being implemented can be maintained for new beneficiaries.</b></p> <p>This would include a combination of market research, business training, granting and sales linkages; strengthening of the market linkages, sales and cooperatives of previous users or already existing businesses; and providing health assistance to the treatment of injuries caused by mines that prevent mine victims from functioning normally and benefiting from other types of assistance (an idea would be to train families to help treat wounds).</p> <p>Apart from economic projects, sports, culture and other social development projects should also be considered.</p>	EUD
<p>A combination of socioeconomic development and MRE for adults should be considered. Adults that risk entering mine-affected areas due to economic reasons should be targeted and supported in creating alternative income.</p> <p>Creative initiatives in the school curriculum such as puppet shows and peer activities, including acting and role play, are effective in targeting children and should be continued.</p> <p>MRE activities should be awarded to experienced NGOs. However, these projects should be implemented in close cooperation with demining operators.</p>	EUD
<p>Standard Operational Procedures (SOPs) for MRE need to be amended and aligned with contemporary practices and methodology. It would be useful to have just one set of SOPs for MRE, since currently several sets of SOPs need to be consulted.</p>	BHMAC

### Implementation

Recommendation	Addressee
Initiate a discussion at the Donor Board about (funding) possibilities to more closely involve other demining actors in the country, namely Civil Protection and the Armed Forces of BiH.	EUD
Comprehensive reporting on the achievements and weaknesses of the Land Release project is needed, including a detailed implementation plan for adopting all SOPs, standards and prioritisation methodologies in relation to Land Release. Furthermore, a strategy for rolling out the Land Release	BHMAC

Recommendation	Addressee
<p>approach should be presented.</p> <p>Attendance of the (Acting) Director of BHMAL is required for presenting the actual performance of the Land Release project.</p>	
<p>Direct contracting of mine action funds to NGOs following a competitive tender procedure (call for proposals) should continue at least for IPA 2013.</p> <p>The current practice appears to be the most efficient model for the funding of MCTS activities. However, calls for proposals should be opened to all demining organisations (including private business entities), accredited by BHMAL.</p> <p>In case a new Demining Law offers the possibility of a (joint) fund for Mine Action, compliance with EU rules and implementability should be explored.</p>	EUD
<p>Ensure Project Steering Boards are present for all large projects in the sector and conduct regular quarterly meetings in order to provide for close monitoring and speedy decision making.</p>	EUD

## 2 Introduction

### 2.1 Background and Context

#### Mine Action

The Instrument for Pre-Accession Assistance (IPA) Programme in Bosnia and Herzegovina (BiH) envisages support to the implementation of the BiH Mine Action Strategy and its sub-strategy for Mine Victim Support.

BiH is heavily contaminated with landmines and explosive remnants of war (ERW), including remnants of cluster munitions, largely as a result of the 1992-1995 conflict related to the break-up of the Socialist Federal Republic of Yugoslavia.

The Bosnia and Herzegovina Mine Action Centre (BHMIC) was established in July 1998 and took over responsibility for the continuation of mine action implementation from a United Nations Mine Action Centre which had been established in the immediate aftermath of the war. Initially, mine action implementation was largely conducted by international operators (commercial companies and non-Governmental organisations (NGOs)). Increasingly however, both coordination and implementation were undertaken using local capacities.

The first Mine Action Strategy (MAS) covered the period 2002-2009. The adoption of the Law on Demining in 2002 established the BHMIC within the State structure under the Ministry of Civil Affairs (MoCA). A review of the first MAS concluded that it was too optimistic and introduced the more realistic aim of "a country free of mine impact by 2009". Unfortunately, it soon became apparent that this target was also overly ambitious.

The development of a new MAS covering the period 2009-2019 was then undertaken. This was linked to an extension request under Article 5 of the Ottawa Convention, whereby BiH received an extension until 2019 for the removal of all anti-personnel mines within the territory of the country. To date, the annual targets contained within this Strategy have not been met and it is clear that the planning assumptions behind the development of the MAS have been flawed.

The European Union (EU) has for a number of years been a key stakeholder in the mine action sector of BiH. The EU has funded projects to the value of 46 million EUR since 1996 and continues to be one of the largest international donors to the sector. Since 2007, funding has been through the IPA, which offers assistance to countries engaged in the accession process to the EU.

#### Ammunition Destruction

At the end of the war, BiH was left with a large stockpile of small arms and light weapons (SALW), as well as ammunition, which far exceeded the needs of the Armed Forces of BiH. The control and storage of this stockpile constitutes not only a heavy burden on the budget of the Ministry of Defence, but also a considerable security risk due to the age of the ammunition and poor storage conditions.

Ammunition destruction forms part of both the SALW Strategy in BiH and the EU's policies on legislation and agreements concerning SALW (more specifically, the EU Joint Action and EU Code of Conduct for Arms Exports).

In response to this challenge, the United Nations Development Programme (UNDP) developed a Small Arms Control and Reduction Project in BiH, to which the EU provided financing as a direct grant to the UNDP. Under Phase 1 (implemented in 2008 and 2009 with a budget of 2.72 million EUR), around 4,800 tonnes of ammunition were destroyed. Under Phase 2 (2009-2011, with a budget of 2.08 million EUR), an additional 3,500 tonnes were destroyed.

Phase 3 (a follow-on Instrument for Stability (IfS) project) provides 3.878 million EUR for the destruction of unexploded ordnance (UXO) and ERW in BiH and is implemented through a partnership between the UNDP and the Organisation for Security and Cooperation in Europe (OSCE) from 1 April 2013 until 31 July 2015.



This project has been expanded to include and address stockpile management for four priority sites identified by an UNDP/OSCE assessment. It focuses solely on highly hazardous and unstable ammunition that is slated for destruction due to its poor condition and aims to achieve a reduction of unstable and surplus ammunition by 18,000 tonnes.

## 2.2 Projects providing "Support to Mine Action and Ammunition Destruction"

The evaluation encompasses a total of 18 projects funded by the EU under several instruments: IPA 2007, 2008 and 2011 in the period from 2009 to 2014, and the Instrument for Stability (IfS) 2008, 2009 and 2013 in the period from 2008 to 2015. Details are presented in Annex 3.

## 3 Objectives of the evaluation

### 3.1 Overall Objective

According to the Terms of Reference (Annex 1), the **overall objective** of this evaluation is to provide the Delegation of the European Union to BiH (EUD) with sufficient information to make an informed judgement of the past performance of the different projects (in terms of efficiency, effectiveness and impact), document lessons learnt and provide practical recommendations for follow-up action.

### 3.2 Specific Objectives

The **specific objectives** of the evaluation are the following:

- To assess in particular the efficiency, effectiveness and impact of the implemented projects, indicating clearly to what extent the results, purposes and overall objectives of the selected projects were achieved;
- To provide a comparative assessment of the efficiency, effectiveness and impact of EUD interventions based on the selected projects, including the strengths and weaknesses of the different implementation methods;
- To identify and document lessons learnt, focusing on the design, implementation and management of the selected projects for possible improvement and the identification of future actions; and
- To provide recommendations for practical follow-up actions with emphasis on actions related to the sustainability of project benefits.

The evaluation will determine the extent to which: i) the projects have collectively succeeded in meeting the objectives of the EU as set out in the relevant Country Strategy Paper (CSP); and ii) the projects have increased the Government's ability to meet its objectives within the agreed framework of cooperation with the EU. It is therefore important that the review focus not only on the individual projects being evaluated, but also on their overall achievements.

The evaluation will focus on both the beneficiaries' perceptions of the benefits received and the EU's perspective of achievements. To this end, the evaluation must be participatory and should include a review of project documentation (desk phase), interviews with all relevant stakeholders (project managers, implementing entities, counterparts, beneficiaries, etc.) and selected site visits (field phase) and a collection of feedback from project stakeholders aimed at validating the evaluators' findings, conclusions and recommendations (synthesis phase).

## 4 Methodology

The methodology for this evaluation was developed during the inception and desk phase. It is outlined in Annex 2 of this report. The following is a summary of its main elements.



### Approach

The evaluation is summative and takes a qualitative approach to fulfilling the evaluation criteria contained in the Terms of Reference (ToR). The evaluation will include:

- Assessment of each individual sample project with respect to:
  - 1) Quality of the **Project Design** (*how well the project was identified and formulated*);
  - 2) **Performance** of the project (*how well the project is doing or did*) according to five criteria:
    - a) Relevance (*current validity of the project*);
    - b) Effectiveness (*ability of the project to meet its objectives*);
    - c) Efficiency (*adequacy of the resources used to achieve the results*);
    - d) Impact (*project contribution to its overall goal*);
    - e) Sustainability (*likelihood of project achievements to last beyond project closure*);
  - 3) **Programme/Project Management** (*how well the project is being or was handled*).
- Detailed and comprehensive documentation of lessons learnt for the benefit of both the EUD and implementing partners, including comparative analysis of the strengths and weaknesses of the different implementation methods;
- The provision of recommendations for practical follow-up to ensure sustainability and facilitate utilisation of the project outputs; and
- Where appropriate, suggestions for corrections or follow-up activities.

The evaluation's analytical process focuses on two levels: programme and project level. As such, its methodology is designed to determine overall achievement and assess to what extent the projects have: i) collectively succeeded in meeting the objectives of the EU; and ii) increased the Government's ability to meet its objectives within the agreed framework of cooperation with the EU at programme level. Furthermore, the evaluation tackles specific projects and the methodology is thus designed to evaluate the performance of both the programme and specific projects.

### Evaluation Criteria and Evaluation Questions

The evaluation is structured around the Evaluation Criteria (Design Quality; Performance (i.e. Relevance, Effectiveness, Efficiency, Impact and Sustainability) and Management) that were laid out in the original ToR and further refined by the evaluation team as Evaluation Questions during the inception and desk phase.

### Tools

The evaluation deployed a mix of evaluation tools, including sampling, documentation review, site visits, case studies and semi-structured interviews.

### Evaluation Matrix

The evaluators created an evaluation matrix to guide them through the evaluation. This included a specific methodological tool developed by the evaluation team to answer the evaluation questions above. This methodology ensured uniformity of data collection during the field phase and its consistent analysis during the synthesis phase. The evaluation matrix can be found in Annex 2.

### Evaluation Sample

The evaluation is based on a targeted sampling of completed projects that may be considered representative; however, a limited number of uncompleted projects have been chosen as well. A sampling methodology using specific selection criteria was applied (see Annex 3).

## **5 Structure of the Evaluation Report**

The main body of this Evaluation Report comprises eight sections. In addition to the first five sections, which deal mostly with background and methodological matters, there are three more sections:

- *Section 6* analyses the evaluation criteria mentioned above;
- *Section 7* presents the main conclusions at programme level; and
- *Section 8* identifies lessons learnt and recommendations.

The main report is also supported by a series of annexes, including more detailed analysis of certain aspects or the provision of background information. In particular:

- *Annex 1* provides the full Terms of Reference for this evaluation;
- *Annex 2* presents the details of the evaluation methodology;
- *Annex 3* provides the general scope and sample of the evaluation;
- *Annex 4* comprises a detailed evaluation of the sample projects based on field findings;
- *Annex 5* offers a possible scenario for future EU funding of BiH mine action activities;
- *Annex 6* lists the stakeholders and beneficiaries interviewed during the evaluation;
- *Annex 7* lists the documents reviewed in the course of this evaluation.

This Evaluation Report was prepared during the period from December 2014 to July 2015 and reflects the situation as of 16 July 2015, the cut-off date for the Report.

## 6 Evaluation findings

*This section examines the design quality, performance and management of the programme under evaluation. The assessment is based on a consideration of needs and design, inputs, outputs, results, impact and sustainability in line with the evaluation criteria.*

### 6.1 Design quality

#### Mine Action

***The project design quality in Mine Action varies greatly according to type of project.*** Overall, the objectives of the reviewed projects match the objective of the Commission Working Document Guidelines on EC Mine Action 2008-2013: *The EC will continue to help third countries to achieve their objectives under the Ottawa Convention. The overall goal remains to promote action designed to eliminate mines and to resolve related economic and social problems caused by these weapons.*

***The overall challenge facing all Mine Action project categories is measuring progress at the level of their overall objective.*** While the projects had indicators at this level, they were rarely measured (with neither baselines set nor progress after project implementation measured).

***Mainstreaming of cross-cutting issues, particularly gender issues, in Mine Action has not been systematically addressed in the sample projects assessed.*** While the environmental effects of demining are apparent by nature, they are hardly identified or presented in either the programming or (consequently) the reporting documents. Due to the highly technical nature of technical survey and mine clearance, no direct gender-related effect has usually been identified. However, gender aspects become particularly important when it comes to socioeconomic development and related topics. Here, such issues are generally not sufficiently explored at the design stage.

***The specific needs and characteristics of the Land Release as a pilot project have not been adequately explored in its design.*** The pilot nature of the project (i.e. the design of new procedures and the testing of new methodologies) for land release has not been given full visibility in either the logical framework (logframe) or the narrative reports and not much reference can be found in the initial programme document to how the results of the pilot will be rolled out.

Implementation of the project would have benefitted from a more realistic assessment of the actual risks and assumptions. Risks at overall political level have been generally adequately defined (and have partly materialised). However, immediate weaknesses within the implementing body BHMAL, such as lack of experience with implementing EU capacity building projects and insufficient knowledge of Practical Guide (PRAG) procedures have not been considered. In fact, however these factors have consequently undermined the timely implementation of the project.

Neither has there been full recognition of the elements of this project that are internal to BHMAL, as it is envisaged to radically change the current work organisation of BHMAL and to rapidly increase the scope and nature of its tasks with respect to Non-Technical Survey (NTS), quality control and legal responsibility for land release. In fact, introducing Land Release to BiH would signify throughout BHMAL a process of actively managing institutional change.

***The intervention logics of most of the Mine Clearance and Technical Survey (MCTS) projects are relatively straightforward, which is reflected in the individual grant project proposals.*** As regards demining, the evaluated projects are mostly grants under Lot 1 of the IPA 2011 "Mine Action Strategy Support" with EU funding constituting direct support to well-established local NGOs. NGOs have been exclusively engaged in EU mine action operations for the last 10 years. With IPA 2011, for the first time Lot 1 has two Components (Component 1: Demining and Component 2: Socioeconomic Development).

As regards Component 1, the general lines of action are uniform. Despite discrepancies in formulation the overall intervention logics are relatively clear and the activities, outputs, results and purposes of the projects are well connected, at least as regards demining. Both the design of Component 1 and the demining activities outlined therein are highly technical.

***Weakness of project design is apparent in Component 2 (socioeconomic activities) of the MCTS projects.*** Component 2 activities are generally broad and sometimes vague. In some cases,

the socio-economic development component is an integral part of the overall objective, but there are no specific objectives defined for this component. However, activities under Component 2 are entirely demand-driven and beneficiaries have been involved in their design and implementation.

**The objectives and activities of projects combining demining and socioeconomic development were mainly designed somehow isolated from each other.** The partners would develop their own segment of the project without much consultation with other partners. The quality of the logframes is poor due to the limited capacity of staff in logframe design. Often the information presented in the logframe does not correspond to the information presented in the project document. Project document quality varies from project to project, with the majority of challenges facing project design.

**The quality of the Mine Risk Education (MRE) project and its logframe design is good and the objectives and indicators are SMART.** The project was developed in cooperation with the partner. The main challenge faced by NGOs as regards project design is cooperation with BHMAL. No information on the existing MRE municipal plan was made available by BHMAL during the project preparation phase, thus creating a gap between the activities planned by NGOs and those in the existing plan. An additional challenge is that BHMAL expects its municipal plan to be followed during the implementation phase even if it does not correspond to the project plan.

**The Mine Victim Assistance project is well designed, with good-quality objectives, indicators and activities that fulfil SMART criteria.** The project partners had good capacity for project design and the project was designed in a participatory manner. The clear understanding of the needs of mine victims in the project design process was enhanced by the fact that one of the partners is himself a mine victim.

## Ammunition Destruction

**The EXPLODE project, the only ongoing project in this sub-sector, is based on a realistic and clear intervention logic.** EXPLODE (Explosive Ordnance and Remnants of War Destruction) can be perceived as a Phase III which builds on previous Small Arms Control Reduction projects (Phases I and II). The design approach accordingly builds on the achievements and challenges remaining from the previous phases and of similar past projects funded by other donors. In comparison with Phases I and II, EXPLODE includes an additional Component 3 which aims to upgrade safety standards in order to reduce the risk of explosion (including infrastructural upgrades and fire and flood protection systems).

## 6.2 Performance

### 6.2.1 Relevance

#### Mine Action

**By the beginning of 2015, the mine-suspected area in BiH amounted to 1,176.5 km<sup>2</sup>, or some 2.3% of the country's territory.** According to estimations, there are still 120,000 mines and items of unexploded ordnance (UXO) in the ground throughout BiH (at about 9,200 locations). Currently, there are more than 538,000 people in BiH living in 1,417 communities affected by mines and/or UXO. Since 1996, there have been 1,721 mine/UXO victims, 603 of which have died. In 2014, there were 9 mine/UXO accidents with 16 victims (10 injuries and 6 deaths).

**In 2014 devastating floods struck BiH, with additional negative impact on mine-affected areas.** Some areas need to be urgently re-surveyed, re-marked and re-mapped and many previously cleared areas now need re-clearance. Local populations in flooded areas need to be urgently and constantly informed of the increased mine and UXO risk.

**The persistent existence of mines is the result of slow progress in demining.** When it joined the Mine Ban Treaty in 1999, BiH undertook the legal obligation to finish clearing all mined areas as soon as possible, and no later than 2009. Taking advantage of the possibility to ask for an extension to this deadline, in 2008 BiH received another 10 years, thereby committing to clear all mines from its territory by 2019. However, there is wide agreement among demining professionals and officials in BiH that they will not meet this deadline.

**All the individual sample project objectives are fully in compliance with the BiH Mine Action Strategy (MAS) 2009-2019, which targets a "mine-free BiH by 2019". The sample projects also contribute to fulfilling BiH's obligations under the Ottawa Convention.** The Mine Action Strategy for BiH defines mine action as "a group of activities that aim to resolve the consequences of mine and UXO contamination," for the purpose of re-establishing "a safe environment in mine- and UXO-contaminated areas, while ensuring normal living and the economic development of the population."

**The development of standards in the field of mine action is the responsibility of the United Nations Mine Action Service (UNMAS).** The vision of UNMAS is "a world free of the threat of mines and explosive remnants of war, including cluster munitions, where individuals and communities live in a safe environment conducive to development and where the human rights and needs of mine and ERW victims are met and survivors fully integrated as equal members of their societies". The projects evaluated share this vision.

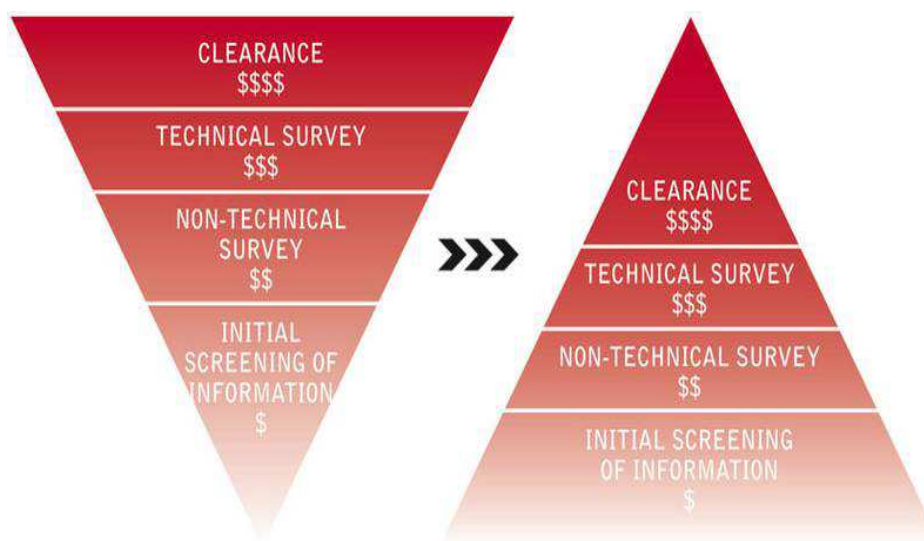
According to the International Mine Action Standards (IMAS), "mine action" refers to "activities that aim to reduce the social, economic and environmental impact of landmine contamination". The projects' objectives are fully compliant with these standards, which clarify the organisation and quality of work in humanitarian demining. The projects thus contribute to fulfilling BiH's obligations toward the Ottawa Convention..

**All of the demining projects in the sample are linked to the Multi-annual indicative Planning Document (MIPD).** The sample projects make particular reference to the MIPD 2011-2013 in that they address "Support to actions that fall outside the scope of the main sectors for EU support for 2011-2013: v) measures to support confidence building and reconciliation".

**Strategic reference can also be made to the Country Development Strategy (CDS) and a social inclusion strategy which has been prepared by BiH and will serve as a basis for the country development plan.** Both strategies and their related action plans remain to be adopted by the Council of Ministers (CoM). The proposed goals and priorities of the CDS are strengthened macroeconomic stability, sustainable development, competitiveness, employment, EU integration and social inclusion and are thus also relevant to the demining context.

**Land release is the use of survey and clearance to remove the threat of mines and explosive remnants of war (ERW) and appears highly relevant to BiH.** There is a major need to introduce a faster and more cost-effective method of clearance of landmines (and of any mine suspicion) and to have the land returned to use. The Land Release project is fully addressing this need by proposing a novel approach to land release that reduces the size of large mine-suspected surfaces to smaller and more precisely surveyed mine-risk areas.

As illustrated by the Land Release Pyramid (see Figure 1 below), the land release process involves 3 types of activity: non-technical survey (NTS); technical survey (TS); and clearance activities.

**Figure 1: The Land Release Pyramid**

Source: Geneva International Centre for Humanitarian Demining

Traditionally, many Governments have employed clearance as a first response to suspected explosive hazards. However, the use of modern land release methods, which involve surveying the land first, appears to be a more efficient approach to land clearance. Accordingly, land release provides a highly relevant approach to solving the mine problem in BiH.

A high-quality survey requires sufficient resources however, and an efficient land release process relies on solid information, risk management and a clear record of past achievements and outstanding tasks. The new methodology may not guarantee that 100% of the released land is mine-free and an acceptable risk (residual risk) thus needs to be determined, according to international standards.

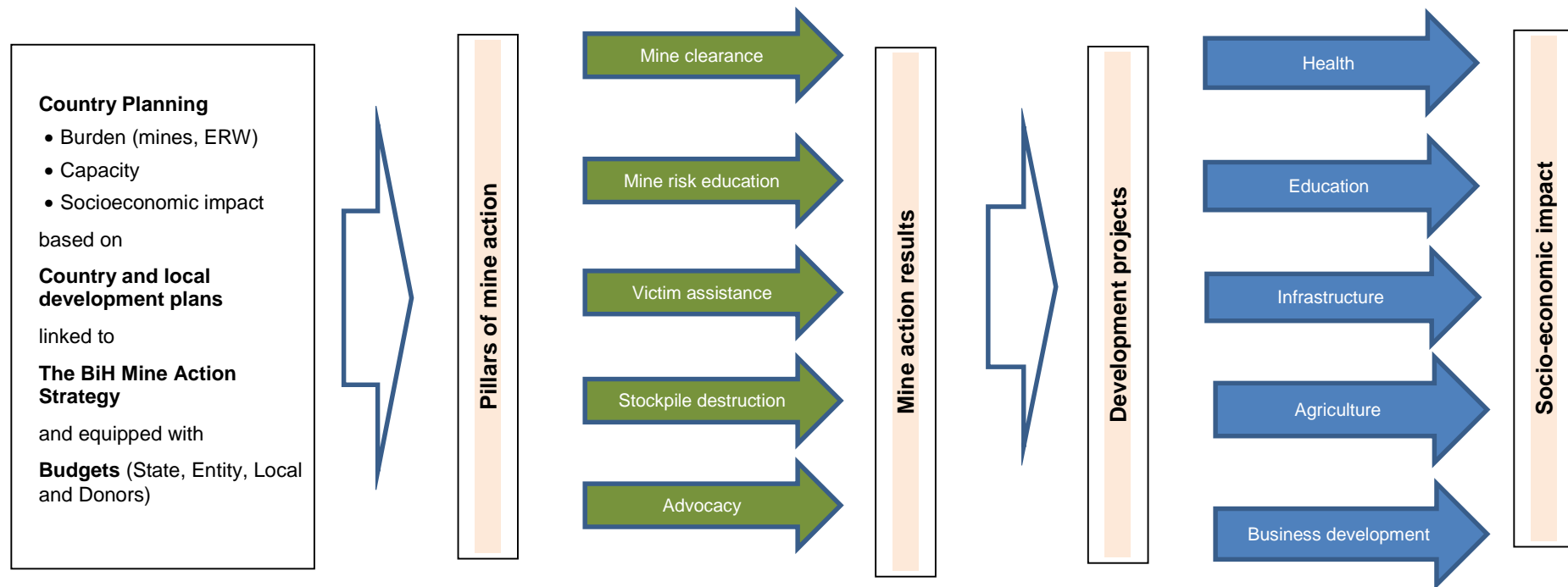
**All individual MCTS projects respond both i) to the needs of the target groups (i.e. the mine-contaminated communities in BiH in accordance with the priority lists of the BHMAL, acting as the key State body responsible for anti-mine actions); and ii) the criteria of provision of conditions for return and sustainable socioeconomic development.**

**Currently, there is no uniform public list at State level which defines the order of precedence of mine action priorities.** The current model of priority setting is based on the Demining Law 2002 and represents a combination of a top-down and bottom-up approach, before also being subject to survey by the BHMAL and analysis of compliance with prioritisation criteria. The projects respond fully to the needs of the target groups, i.e. the mine-contaminated communities in BiH.

Involvement of the impacted communities in the setting of mine action priorities is still weak and lacks clear criteria. Current prioritisation tends to be decided between local Mine Action authorities and municipalities and is mainly based on the BHMAL guide to prioritisation, taking into consideration the interests of municipalities and (international) donors.

**The relevance of all projects combining demining and socioeconomic development is high** with respect to both EU and Government priorities. The sample projects primarily focus on agriculture, crafts and infrastructure development and target groups such as mine-affected communities, youth and women. The provision of conditions for return and sustainable local development are the main aim of the socioeconomic activities. Development-orientated mine action does not simply clear landmines and items of UXO but also promotes the development of local communities by enabling them to use the land after clearance has taken place. Figure 2 presents the principal logic on which the combining of demining and socioeconomic actions is based.

**Figure 2: Principal logic for combining demining and socioeconomic activities**





***The Mine Risk Education project is highly relevant to both EU strategies and Government priorities.*** It will be many years before BiH is free from mine contamination. In the interim, there is a vital need for Mine Risk Education (MRE) and marking of suspected areas, whose aim is to reduce the number of victims and to indicate the long-term danger posed by landmines. The population continues to be at risk of fatal and serious injuries. Sustainable livelihoods and access to housing and farmland are denied. Groups at particular risk include farmers working their land, children, forestry workers, construction workers and displaced persons returning to areas they left during the war. Due to mine action priority settings in BiH and ongoing donor funding trends, most mine action implementation has been taking place in the worst-impacted communities. However, not all high-impacted communities have been treated with mine risk reduction, while medium- and low-affected communities remain more or less without intervention.

Within this project, work with communities involved all stakeholders through the methodology applied. This included the targeting of all citizens (including children) through door-to-door visits and work with groups such as hunters, fishermen, forest workers and others, thus providing for a highly relevant and comprehensive coverage.

***The Mine Victim Assistance project is assessed as highly relevant.*** The project directly addressed the socioeconomic empowerment of mine victims and their families through the provision of business training and employment opportunities in BiH. The benefits received by the direct beneficiaries (mine victims) are extended to their families. In addition to the economic benefits, the project has a strong component focusing on the social reintegration of the mine victims.

### Ammunition Destruction

***BiH has a significant amount of aged, unstable ammunition of various types that is stored in inappropriate conditions.*** The high quantity of unsafe ammunition stored in military storage requires immediate attention. Most of these munitions are very old and chemically unsuitable for further storage due to the high risk of uncontrolled explosions. Such accidental explosions do occur and pose risks to civilians (living in proximity) and soldiers (guarding the storage sites). Since 1995, 218 incidents have caused 4,700 fatalities and 5,700 injuries worldwide.

These are alarming statistics. All countries in the Balkan region have been impacted by uncontrolled explosions, which cause severe damage to populated areas and create humanitarian crises at these micro-locations. In addition, explosions of this type have resulted in dozens of deaths and hundreds of injured civilians.

In accordance with its pledges to the EU and NATO, BiH must deal with its legacies of war. This burden hampers BiH's ability to deal with other Euro-Atlantic accession issues; thus, the destruction of ammunition and the improvement of relevant capacities and infrastructure represents a critical area of intervention that could assist the country to re-allocate its focus and resources to other priority areas once the unsafe ammunition is no longer an issue.

***The Explosive Ordnance and Remnants of War Destruction Project (EXPLODE) is thus highly relevant to the community-level safety and security of BiH.*** The EXPLODE project, part of this evaluation sample, works with the authorities of BiH to i) reduce stocks of high-hazard ammunition in a safe and environmentally benign manner; and ii) improve the safety of the prospective storage sites.

The project focuses on highly hazardous and unstable ammunition that is slated for destruction due to its poor condition. This project is in line with the EU policy of stability and security as well as with the BiH Mine Action Strategy.

The current EXPLODE project is designed to support the efforts of the Ministry of Defence (MoD). The EXPLODE project comprises 10 sites, including Sarajevo, Doboj (the location of the TROM facility), Banja Luka and Pale. The project cooperates with municipal authorities on the implementation of Ammunition Destruction processes. In response to the threat of landmines caused by the floods in May 2014, some funds have been added to EXPLODE to deal with contingencies created by the migration of mine fields during the floods that affected the demilitarization site.

The activities supported under the Instrument for Stability (IfS), including EXPLODE, cannot be supported from IPA funds because these activities fall outside the scope of activities allowed under the IPA Regulation. In accordance with Article 2(1) of Regulation (EC) n° 1717/2006, the IfS has therefore been the only means by which the EU might provide an adequate and effective response.



## 6.2.2 Effectiveness

### Mine Action

***The effectiveness of the EU Mine Action Programme in BiH is mixed if assessed in relation to targets set out in the BiH Mine Action Strategy.*** The results of all completed EU projects directly contribute to the realisation of the BiH MAS 2009-2019. Humanitarian demining and its supported mine actions are bringing positive socioeconomic effects and best practices to targeted communities by providing a favourable environment and a means of steady income to vulnerable groups.

***The Landmine Monitor 2014 considers the overall mine action performance to be poor.*** Table 1 reflects the reduction of Suspected Hazardous Area (SHA) by year and compares this with both the various sources of funding and the use of the funds. In doing so, it can serve as a proxy indicator for assessing the overall effects of all BiH mine action activities over time, particularly since 2009 when the current BiH MAS came into force. While the reduction of SHA using technical methods has been relatively stable over time, a significant reduction in the amount of SHA cleared by non-technical methods is apparent. This decline has been remarkable in particular for the last two years (2013 and 2014).

BiH released a total of 44.3km<sup>2</sup> of mined area in 2013, 57% of the amount achieved in 2012 and less than a third of the amount planned. Of this total, nearly three-quarters (33km<sup>2</sup>) was cleared by non-technical survey (NTS). A further 9km<sup>2</sup> was released by technical survey (TS), more than in 2012, while full clearance accounted for almost 1.9km<sup>2</sup> (also an increase on the previous year, but only one-fifth of what had been planned). The figures for 2014 are about the same as those for 2013. This is not an impressive return on the total funding provided for these years. Moreover, at current rates of output, it may take several decades to clear BiH of mine contamination.

The shortfall in general survey could potentially be compensated by new methodologies, such as the land release concept.

**Table 1: Performance of Overall BiH Mine Action Activities**

YEAR	SHA km <sup>2</sup>	SHA reduction in km <sup>2</sup>			Funds spent (BAM)			Source of funding (BAM)		
		Non-technical methods (general survey)	Technical methods (technical survey and clearance)	TOTAL reduced	Non-technical methods	Technical methods (technical survey and clearance)	TOTAL	Country funding	International donor funding	TOTAL
1	2	3	4	5	6	7	8	10	11	12
2002	2,089	49.59	6.00	55.59	n.a.	n.a.	n.a.	10,413,563	19,944,651	30,358,214
2003	2,780	50.80	6.63	57.43	n.a.	n.a.	n.a.	12,869,855	12,951,488	25,821,343
2004	2,293	465.72	6.61	472.34	n.a.	n.a.	n.a.	15,383,903	19,000,543	34,384,446
2005	2,146	147.40	10.67	158.10	n.a.	n.a.	n.a.	17,753,131	30,645,533	48,398,664
2006	1,889	228.90	10.01	239.00	n.a.	n.a.	n.a.	26,670,706	23,816,906	50,487,612
2007	1,755	146.40	10.33	156.70	n.a.	n.a.	n.a.	19,419,177	28,774,977	48,194,154
2008	1,683	70.06	14.76	84.83	24,522,253	34,701,087	59,223,340	17,197,274	43,448,718	60,645,992
2009	1,555	115.32	12.78	12.10	7,289,893	42,981,115	50,271,008	26,589,834	29,473,389	56,063,223
2010	1,442	100.76	11.74	112.50	7,043,210	36,156,533	43,199,743	30,780,000	27,050,000	57,830,000
2011	1,340	90.09	12.69	102.78	6,486,835	30,318,511	36,805,346	20,117,135	20,539,455	40,656,590
2012	1,262	68.48	8.76	77.24	5,944,987	24,727,455	30,672,442	16,877,570	16,663,249	33,540,819
2013	1,218	33.26	11.06	44.32	5,824,935	24,973,718	30,798,653	16,727,218	18,772,202	35,499,420
2014	1,176	30.03	11.97	42.00	6,381,768	28,319,783	34,701,551	21,479,670	20,493,099	41,972,769
<b>TOTAL</b>		<b>1,596.81</b>	<b>134.01</b>	<b>1,614.93</b>	<b>63,493,881</b>	<b>222,178,202</b>	<b>285,672,083</b>	<b>252,279,036</b>	<b>311,574,210</b>	<b>563,853,246</b>

Source: UNDP, based on BHMAL data; Differences in calculations between columns 8 and 12 are funds invested in other mine action activities, e.g. MRE; SHA = Suspected Hazardous Area; BAM = Bosnia Convertible Mark.

n.a.: not available

**It is still not clear if the Land Release project can deliver all of its planned results in time and to a high standard.** While some progress has been made in the last few months, it is not yet certain that all remaining activities (particularly ongoing tendering) can be successfully completed within the extended timeframe. The land release process has recently been expanded from the four pilot regional offices to all eight BHMAC regional offices. The results so far of the implementation of pilot activities in various regions however indicate the effectiveness (in principle) of the land release methodology (see Box 1).

**Box 1: Satisfactory results of combined land release pilot activity in Mostar region**

A total of 5.99 km<sup>2</sup> of the region of Mostar was the target area. By combining NS, TS and clearance altogether 5,915,540 m<sup>2</sup> of land was released. Classical demining comprised an area of 48,829 m<sup>2</sup>. 74,460 m<sup>2</sup> remain as confirmed/suspected hazardous area. The targeted survey comprised:

*Targeted Investigation Zubic*

Cleared area in m<sup>2</sup>: 4,695

Cleared area through investigative paths in m<sup>2</sup>: 6,546

Found mines: PMR2A x 16 pieces, UPMR2A x 6 pieces

All found mines and UXO's were delivered to the Civil Protection services of Mostar for destruction

Input: one manual team (4 deminers) with medical support

*Targeted Investigation Busak 1*

Cleared area in m<sup>2</sup>: 591

Cleared area through investigative paths in m<sup>2</sup>: 4,748

Found mines: PMR 2A x 2 pieces, MB 82 mm x 4 pieces, MB 81mm (World War II) x 1 piece, MB 81 mm (Italian TNT) x 1 piece, Howitzer projectile 105mm x 1 piece, Artillery grain TF 45 mm x 2 pieces, MB M3940 mm (World War II) x 11 pieces, TTM x 1 piece, ROB M75 x 1 piece. All found mines and items of UXO were delivered to the Civil Protection services of Mostar for destruction

Input: one manual team (8 deminers) with medical support

*Targeted Investigation Busak 2*

Cleared area in m<sup>2</sup>: 0

Cleared area through investigative paths in m<sup>2</sup>: 6,590

No mines or items of UXO were found

Input: one manual team (8 deminers) with medical support

*Targeted Investigation Ravnice*

Cleared area in m<sup>2</sup>: 0

Cleared area through investigative paths in m<sup>2</sup>: 2,725

No mines or items of UXO were found

Input: one manual team (8 deminers) with medical support

The BHMAC Regional Office in Mostar confirmed the efficiency of the new methodology and expressed high satisfaction with the results achieved. Since the process has been followed correctly, the remaining area to be cleared has been better defined, thereby resulting in more efficient use of demining resources.

As regards the pilot area, no land release certificate had yet been issued at the time of this evaluation.

**However, there is still a lot to do before the land release methodology can deliver all of its desired benefits across the territory of BiH.** In any case a number of crucial issues still have to be fully addressed in order to allow the land release approach to fully materialise. The main success factors are identified below in Table 2).

**Table 2: What is needed to make land release fully effective in BiH?**

Issue	Achieved	Partly achieved	Not yet achieved	Comment/Justification
BHMAC capacities		X		Number of surveyors and QA inspectors is insufficient compared to the needs of Land Release and MCTS
Legislative provisions			X	Legislation does not adequately cover all main mine action components; therefore, there is insufficient legal recognition of Land Release
BIH standards revised and adopted		X		Not all standards have been revised and/or adopted due to complicated practices/systems. The process of harmonisation and adoption of the new BiH Standards in accordance with IMAS is ongoing
SOPs revised and adopted		X		Current SOPs are outdated. The process of harmonisation and adoption of the new SOPs in accordance with IMAS is on-going
Liability		X		This issue is not covered by specific legislation. Current practice is that for post-clearance accidents, it is up to the judicial system (court sentence) to decide on each case. There are many speculations and interpretations regarding liability, despite the fact that good international practice and recommendations exist
Sustainable funding			X	A significant financial gap continues to exist between the actual need for mine action and the capacity of the country to maintain the required pace of demining in line with the BiH MAS
Quality Assurance (QA) and Quality Management Systems (QMS)		X		There are no up-to-date rules for QA and no ISO-based QMS due to lack of funding and resources. External QA/QC management is not clearly reflected in the MAS
Prioritisation based on Mine-Suspected Areas (MSA)			X	Current prioritisation is decided between local Mine Action authorities and municipalities and is mainly based on the BHMAC prioritisation guide while taking into consideration the interests of municipalities and donors. According to BHMAC, a shift toward MSA prioritisation is foreseen in the future
Database		X		The database is based on locally developed software and is not updated on a regular basis

**Local communities welcome the demining of their territories by MCTS projects.** A mine-free and safe environment is crucial for the community to achieve socioeconomic development and better living and environmental conditions. The projects also benefit the creation of necessary conditions for the sustainable return of displaced persons.

**The MCTS projects appear to be technically competent and effective in specific mine action terms.** Demining operations have been conducted in locations of first and second priority based on the annual BHMAC priority list, with the goal of repatriation and land recovery, and three of the four contracts have already been completed. A considerable amount of the mine-suspected area has been reduced through technical survey and effective clearance. Modern and reliable equipment has been used which enables the operations to be safely conducted in accordance with SOPs. In addition the demining capacities of the contractors in terms of project management skills, quality of demining operations and improvement of technical resources for demining have been strengthened. The quality of the results achieved, including a safe living and working environment for people in demined areas, is deemed satisfactory.

Work quality is high and proves that operations are done in accordance with relevant security regulations. The QA of the contractors combined with the regular BHMAC QA in the field contributes to strong confidence among the foreseen users of the demined land. The activities are compliant with the operational standards required for mine action and neither the demining NGOs nor BHMAC staff have expressed any unmet needs.

**Socioeconomic development initiatives were highly rated by beneficiaries as having helped meet their economic challenges.** Humanitarian demining and its supported socioeconomic actions are bringing positive socioeconomic effects and best practices to all of the targeted communities, thus contributing to a more favourable environment and providing a source of steady income to vulnerable groups.

However, due to limited funds as well as a rather narrow scope of assistance, the effects are also limited. For example, the fruit association in Orasje has been provided with fruit boxes for packaging. While this activity has increased the negotiation power and marketability of the products, the sellers still face significant challenges as regards product sales and ensuring payments. In one of the sample projects, one of the planned objectives was not achieved in that the intended cooperative was not established (even though the preparatory administrative work was finalised) due to a lack of interest among the beneficiaries (Demira contract).

**The effectiveness of activities in Mine Risk Education is high due to the comprehensive design of the activities and the concept of including numerous stakeholders** from the local communities (children through puppet shows, peer-to-peer education and curriculum development, adults through door-to-door visits, information and training campaigns). However, there is a challenge of saturation of standard MRE activities when it comes to the adult population. The creative approach implemented by specialised NGOs shows higher effects, impact and sustainability than sporadic activities by demining companies.

**Mine Victim Assistance has been delivered effectively.** In particular, the comprehensive design of Mine Victim Assistance projects to include business planning training, grant assistance and support to sales provided for high effects in a number of cases. Some of the beneficiaries are already deriving income from their activities (greenhouse owners).

## Ammunition Destruction

**Until June, EXPLODE has achieved its results effectively.** Highly hazardous and chemically unstable ammunition and remnants of war have been destroyed. Due to the increased planning capacity of the Armed Forces and MoD and clear priority setting as part of their Master Plan on stockpile management, as well as the inter-agency coordination with other international actors, namely EUFOR, US Embassy, OSCE Mission, the pace of disposal has been increased from 40 tonnes per month to 140 tonnes by employing different ammunition disposal technologies and capacities. The improved ammunition disposal mechanism strengthens the capacities of the Ministry of Defence (MoD) and enhances inter-agency cooperation toward further disposal in BiH. This increased level of ambition and capacity of AFBiH resulted in increased requirements of performance on the EXPLODE project, which still needs to adjust.

## 6.2.3 Efficiency

### Mine Action

**Overall the various sample projects have been largely efficiently implemented; however, the quality of implementation varies widely.** Moreover, reporting quality in Mine Action varies and is not standardised across different types of project. For instance, the reporting cycles of socioeconomic activities have varied from three months to one year. MVE has to report on a quarterly basis but MRE has been based on annual reporting. The floods in May 2014 also hampered implementation as all capacities at BHMACH had to focus on the emergency situation.

**One of the major difficulties experienced by the Land Release project since its inception has been inadequate BHMACH internal capacity and a lack of external expertise and support.** This has been in addition to the reluctance of internal staff to be part of the implementation structure and some reservations as regards the new methodology. It is evident that BHMACH project staff were often left unattended to shoulder a technically and administratively complex – and sometimes unwanted – task.

In addition, the inclusion of key stakeholders in both the design process and implementation was not explored and was only considered at a later stage of implementation. For example the Armed Forces,

Civil Protection and demining NGOs became involved only when it came to assuming their roles in technical survey and clearance.

The project has been extended twice and will finish by 21 December 2015. BHMAL is currently implementing an international restricted tender procedure for the service provision of demining organisations with machinery and manual teams to the amount of 416,000 EUR. In order to cope with the upcoming project closure, BHMAL has requested to shorten the publication time for the tender from 50 to 30 days. By the cut-off date of this evaluation, this is likely to have been approved.

***Most MCTS sample projects under IPA 2011 Lot 1 (combining demining and socioeconomic development) have been largely efficiently implemented.*** For each demining component in the sample a specific NGO was contracted. Despite difficult implementation conditions (particularly due to the floods in May 2014) and with the help of contract extensions, all projects managed to achieve and even slightly exceed the planned targets for land clearance and survey.

***The ultimate aim of the combined mine action projects (socioeconomic development) takes the projects beyond clearance toward broader development objectives.*** This involves more complex planning, coordination, sequencing, implementation, transfer of results and monitoring of the various activities. Partner cooperation and coordination has been a challenge to projects combining demining and socioeconomic development due to differences in organisational culture, resulting in delays and challenges to work with beneficiaries.

Due to the limited funds, economies of scale in procurement could not be achieved. Small individual purchases are complex (especially of cattle) while aggregated purchases would have ensured savings and thus would have been more cost-effective.

Some challenges also emerged in VAT administration, especially as regards small purchases. There were also issues with the transfer of payments to the socioeconomic development partners (Demira-led project). Clear criteria for grant allocation were not defined for any of the projects, with allocation seeming to be opportunity-based rather than carefully considered or structured.

***Partner cooperation in Mine Risk Education worked exceptionally well due to a long history of projects being implemented jointly in the past.*** The Contractor has a strong experience in MRE and ensured quality implementation based on their previous experience including marking, training, door-to-door activities and the organisation of puppet shows for children. The project was realised in full cooperation with the partner organisation.

Challenges faced during implementation relate to the complex planning and monitoring procedures imposed by BHMAL even for training activities. MRE training activities come under similar monitoring procedures to demining, thus limiting flexibility and creative approaches. The current SOPs for MRE however are outdated, not in line with the methodology, and several SOPs need to be consulted in the implementation process. For instance, BHMAL administrative procedures prescribe that even the trainers and actors in puppet shows need to undergo annual medical checks in order to work on MRE projects as if they were staff working on demining and marking. BHMAL general inspectors were present at the training activities and any change in date required their approval three days in advance, thus creating administrative challenges to the project.

There were also difficulties with the Canton Pedagogical Institute in charge, which did not approve the work of the NGOs in the targeted schools. Alternative solutions had to be sought in cooperation with the relevant local communities.

***The efficiency of the Mine Victim Assistance projects was high due to several factors.*** The fact that there was a higher amount of available funds than for other types of project allowed for savings in the procurement process since economies of scale could be built. Partner cooperation was managed, well, allowing for efficient planning and timely realisation of the complex training and grant processes. The high quality of monitoring, reporting and partner coordination is also noted. The Project Steering Board functioned well, enabling good cooperation with EUD and timely informing of partners.

Finally, the specificity of the category of the beneficiary – mine victims – provided for additional savings in procurement since sellers were willing to reduce the price at a maximum discount to show their support to this target group. The challenges initially faced included inaccuracy of the mine victim database maintained by BHMAL. The project assisted BHMAL in updating the database through its field work and direct contact with beneficiaries. The fact that the database was inaccurate created

dissatisfaction among initially invited war victims who did not fit in the mine victim category and could not be included in the project.

***In terms of available capacity for Mine Action, the current pool of organisations and professional staff remains only partly utilised.*** According to the BHMAL Report on Mine Action 2014, 26 organisations were accredited for mine action in BiH in 2014. Of these, five were Government organisations (Armed Forces of BiH, Civil Protection – Federation of BiH, Civil Protection – Republika Srpska, Civil Protection – Brcko District and the Red Cross BiH), nine were commercial organisations (eight national and one international) and 12 were NGOs (10 national and two international). ***Demining in BiH is preferably undertaken by private companies and specialised NGOs. Both are working in a highly competitive market.*** As regards demining supply, the currently accredited organisations comprise deminers, operators and other personnel totalling 1,460 staff, 43 machines, 67 dogs and 1,126 detectors. It is envisaged that the 12 currently active NGOs/companies have a pool of 500-600 demining specialists. According to the MoCA, 340 deminers are currently unemployed.

Operators are using less than half of the available human resources. The lack of consistent funding over the years has also a bad effect on commercial and non-Governmental demining organisations.

***In addition, there are considerable country capacities such as the Demining Battalion and Civil Protection.*** The Demining Battalion currently has 612 staff. 500 of which are involved in demining. The demining battalion has well-trained staff, but often lacks equipment and funds for consumables. For instance, in 2015 the Demining Battalion was left for 4 weeks without proper insurance coverage, with the result that there was no demining during that time. Since 2010, Norwegian People's Aid (NPA) has increasingly focused on building the capacity of the BiH Armed Forces' Demining Battalion.

Details of the various organisations involved in mine clearance operations for the year 2014 can be seen below in Table 3. It shows that 51% of technical survey operations were conducted by NGOs and commercial organisations; 37% by the Demining Battalion and 12% by Civil Protection. In mine clearance there was a dominant position of NGOs and commercial organisations (78%), followed by Civil Protection (13%) and the BiH Armed Forces (9%).

***The relatively high number of accredited demining organisations indicates that core costs (such as the cost of management and administrative staff, office rental and operating bases) may be disproportionately high within the Mine Action Programme as a whole.*** In 1996, costs per m<sup>2</sup> were typically around 3 EUR in the Western Balkans. By 2007 they had fallen to 2 EUR in BiH and 1.1 EUR in Croatia. The average net price of mine clearance dropped further in 2013 to HRK 6.15 (approx. 0.8 EUR) per m<sup>2</sup> from HRK 7.66 (approx. 1 EUR) in 2012<sup>1</sup>. According to BHMAL, the price of mine clearance in IPA projects has been stable since 2007, averaging at 1 EUR per m<sup>2</sup>.

However, significant economies of scale are potentially building up with a reduction in the number of implementing agencies. Due to harsh market conditions, up to six companies/NGOs are reported to have left the market in recent years.

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<sup>1</sup> A comparative analysis of demining in the Balkans: Findings from the Landmine Monitor Report 2007.



**Table 3: Participation of organisations in BiH mine clearance and technical survey operations**

MINE CLEARANCE		Task area (m <sup>2</sup> )	Sampled / demined area (m <sup>2</sup> )	Area in progress (m <sup>2</sup> )	AP mines found and destroyed	AT mines found and destroyed	UXO found and destroyed	Participation in clearance realisation (%)	Participation in clearance realisation (%)
NGO	NORWEGIAN PEOPLES AID	168.033	139.102	28.931	125	78	73	12%	8%
	UDRUŽENJE ZA ELIMINACIJU MINA UEM	130.175	130.175	0	151	4	34	11%	7%
	Udruga "Pazi mine Vitez"	158.408	158.408	0	69	18	108	14%	9%
	"DOK-ING deminiranje" N.H.O.	231.675	221.675		286	1	89	20%	12%
	NVO "PRO VITA"	100.558	100.558	0	119	0	32	9%	5%
	UG EKO DEM	1.061	1.061	0	3	0	0	0%	0%
	Centar za obuku pasa za otkrivanje mina	57.443	57.443	0	39	2	18	5%	3%
	UG DEMIRA	75.391	75.391	0	55	0	45	7%	4%
	NVO STOP MINES	249.711	249.711	0	117	10	54	22%	13%
TOTAL		1.172.455	1.133.524	28.931	964	113	453	61%	61%
Commercial organisations	AMPHIBIA	15.130	15.130	0	5	0	0	3%	1%
	UEM d.o.o.	32.948	32.948	0	7	2	23	7%	2%
	N&N IVSA	320.070	311.197	0	216	15	120	68%	17%
	DETEKTOR	69.862	69.862	0	31	1	18	15%	4%
	"POINT" d.o.o. Brčko	31.183	31.183	0	34	0	44	7%	2%
	TOTAL	469.193	460.320	0	293	18	205	25%	25%
Government organisations	FEDERAL CIVIL PROTECTION	127.477	127.477	0	49	3	1.548	49%	7%
	FEDERAL CIVIL PROTECTION	131.206	38.688	82.218	42	0	15	15%	2%
	ARMED FORCES BiH	184.360	91.807	73.326	553	1	121	36%	5%
	TOTAL	443.043	257.972	155.544	644	4	1.684	14%	14%
GRAND TOTAL		2.084.691	1.851.816	184.475	1.901	135	2.342	100%	100%

TECHNICAL SURVEY		Task area (m <sup>2</sup> )	Sampled / demined area (m <sup>2</sup> )	Area in progress (m <sup>2</sup> )	Participation in TS realisation (%)	Participation in TS realisation (%)
NGO	NORWEGIAN PEOPLES AID	1.183.032	1.078.220	104.812	26%	11%
	Udruga "Pazi mine Vitez"	227.910	227.810	100	5%	2%
	UDRUŽENJE ZA ELIMINACIJU MINA UEM	633.959	535.879	0	13%	5%
	UG DEMIRA	553.514	553.514	0	13%	5%
	NVO "PRO VITA"	722.597	694.530	28.067	17%	7%
	NVO STOP MINES	457.089	457.089	0	11%	5%
	UG EKO DEM	127.416	127.416	0	3%	1%
	"DOK-ING deminiranje" N.H.O.	529.859	501.810	0	12%	5%
	TOTAL	4.435.376	4.176.268	132.979	41%	41%
Commercial organisations	N&N IVSA	838.184	838.184	0	44%	8%
	DETEKTOR	131.294	131.294	0	7%	1%
	"POINT" d.o.o. Brčko	699.951	699.951	0	37%	7%
	UEM d.o.o.	236.059	236.059	0	12%	2%
	TOTAL	1.905.488	1.905.488	0	19%	19%
Government organisations	FEDERAL CIVIL PROTECTION	1.128.198	573.532	473.166	14%	6%
	REPUBLIC CIVIL PROTECTION	320.789	194.015	126.774	5%	2%
	ARMED FORCES	4.666.074	3.277.758	809.945	81%	32%
	TOTAL	6.115.061	4.045.305	1.409.885	40%	40%
GRAND TOTAL		12.455.925	10.127.061	1.542.864	100%	100%

Source: BHMAL, 2014 Report



**Besides the EU, much foreign donor funding is tendered by the International Trust Fund (ITF) Enhancing Security.** Under IPA tenders, the EU calls for rather big projects and calls are based on the total area to be cleared or surveyed. The ITF calls for comparably minor, more specific projects with defined and designated areas to be cleared or surveyed. As a consequence there are differences in the price per unit. For instance, as witnessed by one bilateral donor, the average cost per m<sup>2</sup> under ITF projects seems to have fallen over the last year (see Table 4).

**Table 4: Average cost per m<sup>2</sup> in certain ITF tenders**

	2014	Mid-2015
Technical survey	0.75	0.50
Clearance	1.50-1.70	1.20

Within the current Land Release project, tendering by BHMAG is done based on PRAG procedures. In the future, it is envisaged that BHMAG also could manage tendering in line with the BiH Law on Public Procurement, provided the internal systems, procedures and capacities have been developed to a satisfactory extent.

**Transparency related to task prioritisation and allocation is crucial to the efficient use of funds.**

In reality prioritisation remains an area in which the particular interests and individual strategies of many stakeholders (BHMAG and other State institutions, municipalities, economic operators, political representatives, donors, etc.) make the process rather complicated and opaque. Economic interests often prevail when it comes to local requests for mine clearance; thus, the prioritisation of demining does not always consider which land will deliver benefits to the poorest and most vulnerable. Also, the IPA Programme could more actively work toward ensuring increased impact for the poorest people and, over time, influence country prioritisation processes to become more strongly pro-poor. Greater use of "bottom-up" priority setting, where municipalities prioritise clearance on the basis of the express needs of the affected communities, would also lead to better use of precious resources.

**Improved donor and stakeholder coordination may support increased transparency in tasking.**

This could be ensured for instance through drafting a harmonised and coordinated single list of priorities, so that needs become the basis of intervention rather than other factors. Such attempts to reach a more coherent targeting approach in demining have been under discussion for many years, but without much success so far.

## Ammunition Destruction

**The EXPLODE project is cost-effective.** Procedures are largely adhered to in decision-making systems, command lines, implementation and monitoring of progress. The management of resources is somewhat transparent and appropriate to the type and number of activities implemented. The well-functioning coordination mechanism is led by the Ministry of Defence. The project is implemented through the country implementation modality established by the AFBiH as there is adequate capacity within both the Government and MoD to carry out the functions and activities of the project as part of their Master Plan for AWE. Good practice has been demonstrated in the case of the inter-agency coordination, that includes EXPLODE, as well (see Box 2).

### Box 2: EXPLODE's planning methodology

#### 1. The issue

The Armed Forces of BiH are responsible for the managing approximately 23.000 tons of ammunition located in 17 storage sites scattered around the country. All the ammunition is, at this point in time, older than 20 years and therefore over its expiration date. The ammunition is produced by a diversity of manufacturers from all over the world. It is still stored in "war" conditions, in old facilities which are badly maintained and pose serious security and safety challenges. The ammunition is handled and guarded by soldiers that are inadequately trained. It has never been chemically tested and analysed. The excessive stockpiles of ammunition and associated problems continue to pose a significant burden and hold back the Armed Forces of BiH's institution building efforts. Not all political actors are in favour of supporting an environment conducive to progress.

#### 2. What happens

There are a number of international agencies or bilateral missions that offer assistance to support BiH authorities in their effort to efficiently manage their stockpiles of ammunition.

Operation Althea's support to build the Armed Forces of BiH's own capacity is channelled through a Mobile Training Team 2.1 6.1, which is providing knowledge, technical expertise, advising and mentoring assistance at tactical, operation and strategic level. The work of the Mobile Training Team is supported with key leaders support and engagement, thus achieving coordination and targeted action in critical areas.

Two projects, EXPLODE and SECUP, implemented by the OSCE Mission, aim to increase safety and security of storage sites. Both projects delivered on infrastructure improvement, increased safety and security, establishing of whole-of-system process of ammunition surveillance, including testing and 100% inventory with record keeping and capacity to guard ammunition and weapons.

The sustainability of these concerted efforts is critical for achieving self-sustaining capacity within the Armed Forces of BiH to manage their stockpiles.

## 6.2.4 Impact

### Mine Action

**Demining touches almost all aspects of life in the affected local communities and has direct implications for the overall development of society.** The individual projects' actions prevent a loss of human life, reduce fear of the threat of mines and create more favourable conditions for the use of natural resources, infrastructure reconstruction and sustainable return.

Upon completion, the various IPA demining projects produce immediately visible direct impact in that demining directly improves the living conditions of the people. The reduction of mine-suspected areas has created significantly safer living conditions for citizens who had to live in the contaminated area.

**However, there is wide agreement that BiH will not meet the deadline of 2019 for clearing all mines from its territory.** A significant reduction in mine casualties has been achieved over the years, particularly when compared to the years immediately following the end of the conflict. However, the latest figures on mine contamination and the impact it has on people still remain a matter of concern (see Table 5). According to the BiH Mine Action Strategy, it has been predicted that BiH will achieve mine-free status by 2019. However, considering various external and internal factors (including lack of funding and the emergence of new suspected areas), it is in reality projected that mine-free status could be achieved at best by 2024.

**Table 5: Mine casualties in BiH**

Casualties	Killed	Injured
2014	6	10
2013	3	10
2012	9	3
2011	9	13
2010	6	8
2009	9	19
2008	34	29

Source: EUFOR

**The additional dangers posed by the floods in 2014 have again revealed the weaknesses of BiH's demining system.** Besides responding to the immediate emergency, BiH authorities need to restore public confidence in the mine clearance effort by passing the new Demining Law, funding their own strategy adequately and focusing their resources on the clearance of known mined areas (starting with those having the highest impact on communities). Foreign donors may also need to step up with a reinvigorated effort to complete clearance by 2019.

**As regards Land Release, the desired impact is still lacking as the project is not yet complete.** Ultimately, if the new methodology developed by the project is taken on board by BHMAC, it should contribute to building a safer environment for citizens. The direct impact of the project will be local and most visible in the impacted communities who have been enabled to use the released land. There should also be considerable capacity building effects, provided the newly acquired staff skills, SOPs

and BiH Standards are rapidly brought into daily practice. Without a comprehensive rollout of the pilot model, the wider impact of the project will be small given the number of mine-contaminated areas in the country.

***Resolving questions of liability can be complex when both technical and non-technical survey procedures are applied.*** In the absence of physical verification of all released land, there is always an element of risk that explosive hazards may remain. It is also true that conducting full clearance activities will still not guarantee that an area is completely free of explosive hazards. There is therefore a need to actively manage the residual risk.

As pointed out above, the current legal situation in the BiH Mine Action sector does not provide a clear definition of liability. In the main there is widespread agreement that in most mine-affected countries, mines and ERW are primarily and ultimately a national responsibility and as such, the State is obliged to accept accountability and liability for all victims in all areas affected by landmines and ERW. This includes known as well as unknown areas, areas that have been cleared and handed over and areas that have been released as part of the land release process.

***Quality management (QM) in the survey and clearance of mine-contaminated areas is an essential element of long-term impact.*** It provides beneficiaries, demining organisations and country authorities with confidence that land release is being done in accordance with agreed standards. The BHMAL will have to drastically improve its QM if the new methodology is to be enabled to deliver all of its expected impacts in due course (see Box 3).

### **Box 3: Quality management in land release**

The quality management of the land release process forms part of the quality management process of the Mine Action programme. Quality management in land release takes the form of Quality Assurance (QA) and Quality Control (QC). QA involves the accreditation and monitoring of survey and clearance organisations before and during the land release process. QC involves the process of inspection once land is released by clearance. Where land is released by survey, it is concluded that no mines were present on that land prior to the survey. Inspection of such land would be expensive and is unlikely to unveil information about the quality of the survey. Quality management is not only the responsibility of BHMAL; demining organisations shall also maintain a quality management process to ensure that any land they release through the activities of the BiH land release process is free of mines/UXO and that reports verifying the release of land are accurate and support their decision to release the land.

As regards Quality Management Systems (QMS), the ISO 9001 principles are increasingly used within the mine action sector and prescribe relevant, applicable and internationally accepted approaches to QM. Some organisations involved in mine action have already obtained formal certification measured against these standards; others have chosen to adopt some elements without becoming certified.

***All completed MCTS grants produce immediate and direct impact.*** Demining directly improves the quality of life of people directly affected. The reduction of mine-suspected areas creates significantly safer living conditions for citizens living in previously contaminated areas. The project actions prevent the loss of human life, reduce fear of the threat of mines and create more favourable conditions for the use of natural resources, the reconstruction of infrastructure and sustainable return.

***The key value of the implemented socioeconomic measures is to contribute to community development and preferably to generate sustainable sources of income.*** While all of the activities evaluated have had some socioeconomic impact, limitations can also be noted (primarily due to the narrow scope of the activities, which reduces overall impact).

However, local development plans usually exist for socioeconomic activities on cleared land, ranging from farming to tourism. Demined agricultural land often provides the local community with some basic subsistence, notably in areas where farming is the exclusive type of employment. Medium- and long-term impact is achieved once the demining process is followed by the implementation of all required socioeconomic development measures. In the long term, a safer environment will reflect positively on economic development and will contribute to stability at all levels.

***The impact of activities in Mine Risk Education can be evaluated as high.*** The final beneficiaries, including children and schools included in the projects, have not only received training and information

through puppet shows, but were also provided with the curriculum and peer methodology to share the acquired knowledge.

***The impact of activities on Mine Victims and their families is evident in a number of evaluated cases due to the adoption of an approach that is both comprehensive and tailored to the mine victims' needs.*** Training in business planning and income generation enhances the socioeconomic integration of mine victims, while unexpected impacts include the updating of the BHMIC mine victim database. The main negative factor influencing the impact of the activities is the health of some beneficiaries (whose injuries are not treated, thus preventing mine victims from working and hindering their reintegration). Examples of local impact are given below (see Box 4).

#### **Box 4: Local socioeconomic impact of Mine Victim Assistance**

Four beneficiaries of MVA in Brcko District were interviewed and shared their views on the project and how it has impacted their lives. All beneficiaries strengthened their family businesses through project activities. The immediate effects are seen in the case of two beneficiaries (greenhouse grants). One beneficiary from Palanka, Brcko District received a grant of 5,000 BAM for two 100m<sup>2</sup> greenhouses with watering systems and vegetable seedlings. During the interview, the beneficiary shared the information that the season for sale of peppers and tomatoes was ongoing and that his family received a daily income of 25 BAM from the sale of vegetables in the local shops. He also stated that he had a clear vision of cultivating strawberries in the greenhouses for the next season. The training received has helped him to forecast business income and expenditure and he expects to expand his business and export of strawberries in 2016. He has produced the strawberries in previous seasons outside the greenhouse; however, the greenhouse production will allow for increased profit due to higher-quality strawberries and earlier picking from the greenhouses. This beneficiary has established business contacts with buyers of strawberries and expects to have a market for all of his products.

Another beneficiary from Coseti, Brcko District, also received a 5,000 BAM grant for one greenhouse of 200m<sup>2</sup> with a watering system and vegetable seedlings. He found the project support beneficial (both the training and the grant) and plans to further expand the business, having confirmed that he is successful in marketing the products. He found that the project support was efficient and timely and that the greenhouses and accompanying equipment and seedlings were all of good quality. Two other beneficiaries received aronia seedlings and motorised cultivators. Both assessed the project support as efficient; however they are yet to see the impact of the grants due to seasonability and long-term investment in aronia seedlings.

The project concept, including its tailored support (in the form of market research, training, competitive grants and linkage of beneficiaries with potential buyers) is a full-cycle business support concept and has created immediate positive impact on mine victims and their families' wellbeing.

#### **Ammunition Destruction**

***The impact of the EXPLODE project is visible in the form of the destruction and disposal of hazardous ammunition.*** This requires continuous effort to destroy the country's surplus defence stockpile of 16,000 tonnes of munitions, which presents a safety hazard to local populations and impedes their development prospects. Based on the use of new planning methodologies and technologies and infrastructural upgrades it is expected that the surplus defence stockpile can be destroyed within a timeframe of 5-7 years. The dangerous surplus could be destroyed by 2018, if the current level of engagement on the AFBiH side, and the combined effort of the international partners is maintained.

The project aims to dismantle/destroy types of ammunition that cannot be dealt with by the BiH Armed Forces. For instance, one of the main focuses of EXPLODE is large-calibre ammunition. To this end, the project has engaged in the disposal of two-piece ammunition including 130mm to 155mm munitions. These technologies ensure that ammunition is demilitarised in its entirety, thus enabling the issuance of certificates declaring that the land is both demilitarised and free of explosives. The EXPLODE project intends to deal with the disposal of white phosphorus and agreed on a partnership with other international partners for the disposal of highly hazardous munitions and complex weapon systems, including air bombs and rocket systems. These activities require careful planning and extraordinary safety measures.

## 6.2.5 Sustainability

### Mine Action

**Overall, the economic, financial and political situation in BiH entails less than optimal financial viability for the demining sector.** A significant financial gap continues to exist between the actual need for mine actions and the capacity of the country to maintain the required pace of demining in line with the BiH Mine Action Strategy (MAS). International donor and domestic funds are insufficient to enable the long-term sustainability of demining NGOs and companies, despite their strong expertise and competitiveness. State funding for the BHMAL is predominantly limited to the provision of office facilities, employee salaries, other operational costs and insurance.

**For the period 2009-2019, the overall funding requirement for mine action is set at approx. 80 million BAM per year.** Over the course of the decade, the level of State and local funding from BiH sources has been projected to increase significantly, with a decrease in funding from international sources. The opposite is in fact true and the funding levels projected to date have been far in excess of the required amounts. The State budget covers only demining activities conducted by the Armed Forces of BiH and Civil Protection and there is still no separate budget line for demining in the State budget. The MoCA claims to have actively lobbied both Parliament and the Ministry of Finance and the Treasury in recent years to increase their budgets for mine action, albeit without success.

In terms of funding from international sources, given the current discrepancy between planned and realised funding from country sources any reduction in international funding in the short to medium term would have a significant negative impact on the ability of BiH to meet its targets under the Ottawa Convention.

**A new law on demining has been in preparation for a couple of years.** Demining in BiH is based on the obligations undertaken by signing the Ottawa Convention. The adoption of the Demining Law in 2002 allowed the transformation of previously complex structures into the BiH Demining Commission and BHMAL, which now control and oversee mine action activities across the country.

The preconditions for the Mine Action Strategy (MAS) 2009-2019 were envisaged to already have been achieved in 2008 as regards amendments to the BiH Demining Law, continuous funding through State budgets and the establishment of the BiH Demining Fund. However, amendments to the Law and the establishment of the Fund have still not materialised. The previous Government forwarded two draft versions to the Parliamentary Assembly; however both were rejected.

**The lack of a new legal framework has contributed to the repeated failure of BiH to meet its funding targets under its own Mine Action Strategy.** Since 2008, efforts have been made to adopt new mine action legislation in BiH with a view to creating a stable platform for mine action funding by the Government and local authorities. However, a draft law prepared by the MoCA with support from BHMAL and UNDP, first submitted to the Parliament in February 2010, failed to gain Parliamentary approval in 2012. The law is said to face resistance from Bosnian Serb parties (who are concerned about the concentration of functions at State level) and from Bosnian Croat politicians worried about losing the ethnic quota of the Demining Commission, as well as from demining personnel dissatisfied with the BHMAL Director in position at that time.

**A revised draft Demining Law was published on the MoCA website in June 2015.** Apparently, the incoming Government has made a further attempt to make progress by passing a revised version of the Demining Law. The new draft law suggests a number of improvements that clearly better facilitate the implementation of the MAS. However, not all priority issues are fully addressed in the current draft law (see Table 6). The earliest deadline by which the law could be passed would be the end of 2015. However, taking into account the practical challenges of daily politics in BiH, this date is only theoretical. There is a high likelihood that the current status quo will continue in the absence of achieving a durable political consensus on this matter.

**The new draft demining law contains also specific reference to the establishment of a national trust fund, which would enable channelling of funds from both local and international donors.** The establishment of a national trust fund, being discussed since several years, could be a key



element for improving efficiency and effectiveness of mine action in BiH. It could ensure greater accountability and national ownership of mine action by enabling state control of funds. The trust fund mechanism would also enhance BiH's own ability to respond to urgent resource requirements, such as in the wake of landmine incidents or in the event mine contamination hindering progress of a project of significant economic value<sup>2</sup>.

***A review of the MAS 2009-2019 is about to begin and should also consider Land Release.*** The review, based on project experience, could represent an additional value to the project and ensure its sustainability. The Land Release concept would serve as the basis for the review of the Strategy and could thus considerably enable the fulfilment of BiH's obligations under the Ottawa Convention.

***The completed MCTS projects are sustainable.*** Technical survey and mine clearance provide durable results since the safe ground achieved by demining is sustainable. This also provides a sustainable basis for accident reduction and further development investment.

***The majority of mine-affected municipalities still remain passive.*** Sustainability also depends on a proactive urge among final (local) beneficiaries to seek and implement durable solutions to their mine-related problems. Some municipalities are willing to participate with co-financing (as confirmed by the various IPA and other donor actions), but rarely do they seek financial resources for the realisation of their own demining projects. Local representatives confirm that they lack funds, but crucially they also lack proactivity and awareness of where to obtain funds in order to help their communities. Drivers for solving local mine-related problems are not always identifiable, which in turn contributes to the overall limitation of progress in mine action.

***A number of local communities have defined local development strategies and provide support to local socioeconomic initiatives.*** However, there are also cases where local Governments are actively managing these issues. For example, the Municipality of Lopare has defined plum orchards and plum processing as one of its priorities and continues to invest in the creation of opportunities for further development. Still, there is a limit to funding availability and the continuation of support in most of the local communities.

***Mine Risk Education projects have implemented a sustainable concept*** that includes working with schoolchildren at an early age (puppet shows), peer education (children aged 11-14) and working with adults through door-to-door visits and professional association activities, thus ensuring high coverage of local community members and sustainability of the activities. The sustainability of minefield marking varies among local communities. For example in Celic, out of 10 reviewed permanent marks "Pazi mine" 8 were in place, while of 10 reviewed marks in Domaljevac municipality, all were in place.

BHMAC does not provide information to the public on mined areas, even though this was done in the past (with maps of 1:25000 and 1:50000 publicly available). Forestry and power companies have since requested the GPS coordinates of minefields from the BHMAC, but the information has not been shared.

***Mine Victim Assistance (MVA) also offers sustainable results.*** Due to the approach to business development including market research, business planning, grant and sales support, a number of initiatives have the potential to remain sustainable (linking greenhouse owners with vegetable buyers (see Box 3) and linking milk producers with milk buyers).

<sup>2</sup> See also: Study on the Mine Action Organisations' Capacity to Implement the Mine Action Strategy of Bosna and Herzegovina. Final Report, September 2012. There, the evaluators briefly outline short and long term objectives, and suggested steps towards achieving the correct conditions for establishment of a BiH National Trust Fund for Mine Action.

**Table 6: Comparison of the Demining Law 2002 and the Draft Demining Law 2015**

Issue	2002	Preliminary draft (30 June 2015)
National Mine Action Strategy	No reference	Not specifically mentioned but several relevant general references
Demining Commission	Demining Commission established for the purpose of implementing the long-term task of demining in BiH	Demining Commission abolished, all documentation handed over to the MoCA
Donor Board	The Board of Donors supports the work of the Commission and BHMAL and shall consist of representatives of UNDP, OHR and other donor countries	Donor committees shall be established, comprising representatives of the Council of Ministers, governments of the entities and Brcko District and other local and international organisations, foreign governments and organisations supporting demining programmes in BiH
Country Funding	Not mentioned	Funds for the financing of anti-mine action are provided from: a) the budget of BiH; b) special funds for this purpose from the budgets of entities and Brcko District, cantonal and municipal budgets; c) donations and loans secured for these purposes by international financial bodies and foreign governments; d) donations from the private sector; e) donations from international organisations and foreign governments through organisations authorised to represent donors in BiH
Funding mechanisms	Not mentioned	The MoCA will open a separate sub-account via the Ministry of Finance and Treasury of BiH, called: "Funding for anti-mine action in BiH"
Land release	Not mentioned	Not specifically mentioned; however, technical survey/general survey/systematic survey/clearance are all defined in the law.
BHMAL	Mine Action Centre as the technical service of the Demining Commission	The Anti-Mine Action Centre in BiH changes its name to the "Centre for Anti-Mine Action in BiH"
Oversight BHMAL	Demining Commission	MoCA; the Centre is an administrative organisation within the Ministry
BHMAL organisation	Offices in Banja Luka and Sarajevo; BHMAL may establish temporary regional offices if needed	Headquarters in Sarajevo; organisational units in Sarajevo and Banja Luka. The Centre may establish temporary regional offices with the prior approval of the MoCA
Liability	No specific provisions; misdemeanour regulations for deminers	No specific provisions; penalties for failures that occur in the process of humanitarian anti-mine action, the level of responsibility and the severity of penalties in relation to identified errors and breaches of duties prescribed by the Mine Action and BiH standards, all with the aim of increasing safety. Also, the law provides that the prescribed fines shall be paid into a special account of the Ministry and used to fund mine action in BiH

## Ammunition Destruction

**During the EXPLODE disposal process relevant staff of the BiH Armed Forces are present in order to improve their knowledge of the specific disposal methodologies.** UNDP has arranged a number of trainings to increase the capacities and capabilities of the Armed Forces of BiH to assume responsibility for these activities in the future. With the upgraded ammunition disposal facilities, the disposal process has been simplified and security standards have been significantly increased. This will ensure easier transfer of know-how to MoD staff.

In addition, UNDP has worked with the MoD on the prioritisation of quantities and types of ammunition that are to be disposed of. Better prioritisation of this ammunition will ensure that highly complex ammunition systems are disposed, as stipulated in the project concept while the more simple types are left to the MoD to dispose of using the newly installed machinery.

**At the request of the MoD, UNDP has extended its support to improving the capacities of the BiH Armed Forces to conduct control and technical inspection of highly complex ammunition systems.** Alongside other international partners, EXPLODE contributes to the ongoing development of the AFBiH Master Plan for ammunition and weapon life-cycle management, and has hosted special events that promote specific topics related to the overall management of the ammunition stockpile. This process contributes to increased MoD capacity to implement activities that concern the safe handling of munition stockpiles. The infrastructural upgrades have improved storage conditions and increased MoD capacity to conduct proper maintenance of both storage facilities and munitions. These activities directly contribute to the prevention of unplanned explosions at the two munition sites designated for future use of AFBiH out of the total of 17.

**This approach will ensure the sustainability of project activities.** The Armed Forces of BiH will be enabled to conduct control and technical inspection of ammunition, to dispose of ammunition for which they have equipment and knowledge and to plan disposal activities adequately.

Nevertheless, taking into account the high quantities of ammunition and the different types of complex ammunition systems in BiH, there will be need for continuing support before MoD staff are fully capacitated to assume this activity themselves.

## 6.3 Programme/project management

### Mine Action

**At State level, the Demining Law regulates the Demining Commission as a central body responsible for the long-term conduct of mine action activities and the removal of mine danger in BiH.** The Demining Commission is a part of the BiH Ministry of Civil Affairs (MoCA) and consists of 3 members (representing the 3 major nationalities). The Commission proposes the appointment of BHMAT senior staff for approval by the Council of Ministers (CoM), reports to the CoM on mine action, approves accreditation of demining organisations and facilitates cooperation between the Federation of BiH and the Republika Srpska.

**The BiH Mine Action Centre (BHMAT) is the technical body of the Demining Commission, established by a decision of the CoM in 2002.** BHMAT has two main offices (in Sarajevo and Banja Luka) and 8 regional offices established across the country (Sarajevo, Banja Luka, Pale, Tuzla, Brcko, Mostar, Travnik and Bihac) allowing operational activities to be carried out locally. The main tasks of the BHMAT are systematic and general survey, location and marking of suspected areas, database daily input and quality assurance of humanitarian demining tasks.

**Clearance and technical survey are conducted by demining organisations accredited for work in BiH and selected by international calls for proposals.** Participation in technical survey is set to increase by up to 70% in comparison to clearance, which will constitute 30% of humanitarian demining operations in mine risk area reduction. Clearance shall be conducted exclusively of mine risk locations of top priority, while technical survey shall cover both top-priority (65%) and second-priority areas (35%). Further strengthening of the public institutions conducting demining (BiH Armed Forces, Civil



Protection) would be helpful, as in the long term this also increases the country's contribution toward solving the mine problem in a sustainable way.

**At the time of this evaluation, overall programme management is lacking clear leadership on part of BiH institutions.** A major reason for uneven progress is an underlying political lethargy around the mine problem in BiH.

The Parliament has not been able to pass a new demining law and has consistently underfunded mine clearance. In recent years there has been increasingly the tendency to leave the mine problem with the international donor community. Also the institutional setup in BiH, with vague responsibilities and competences – together with the heavily scattered and fragmented overall political and administrative setup of the country – has not facilitated a properly coordinated response to, or results-orientated management of, the implementation of the goals of the BiH Mine Action Strategies.

**Recent developments with respect to the Demining Commission are puzzling.** Following Parliamentary elections and a change of Government, the term of the current Demining Commission elapsed. At the time of this evaluation, the Demining Commission was expected to continue on the basis of a limited technical mandate until a new Commission could be appointed. Members of the new Demining Commission have been proposed to the CoM; however their nomination is still pending at the cut-off date of this evaluation. It seems that there may also be a change in the composition of the institutions represented in the Commission. Up to now, the Ministry of Security (MoS) and the Ministry of Foreign Affairs (MoFA) have been included (in addition to the MoCA). There is some likelihood that the MoFA may eventually be replaced by the MoD<sup>3</sup>. This could raise discussion of a possible conflict of interest, as the MoD (through its Demining Battalion) is also directly involved in Mine Action as an operator. Likewise, and in addition to these uncertainties, a Draft Demining Law has been published which in essence foresees the complete abolition of the Demining Commission.

**The BHMAL, responsible for overseeing demining, has been at the centre of an alleged scandal since 2014 regarding fraud and political corruption involving a previous Director.** In 2012, 8 local companies and NGOs filed a criminal complaint with the State Prosecutor against the BHMAL Director, alleging irregularities in the tendering of demining contracts and the sale of official vehicles. Reports on the investigation re-emerged in the BiH media in early 2014. In April 2014 the Director was arrested by police who, along with the State Investigation and Protection Agency, searched BHMAL premises and the Director's home. The Director of BHMAL was conditionally released from custody in May 2014. The investigations are still ongoing at the time of this evaluation and the final result remains open. In November 2014 the Demining Commission appointed an Acting Director in order to ensure the continuation of BHMAL operations, but a permanent appointment for a fixed term is still pending.

**At international level, the Board of Donors assists the Demining Commission and BHMAL.** Its co-chairs are UNDP and the Office of the High Representative (OHR) while its members include the EU and other donor country representatives. Sessions of the Board of Donors are held every six months on CoM premises and with the Minister of Civil Affairs as key BiH representative. While the OHR is gradually stepping back, co-chairing by the Minister of Civil Affairs may be the way forward in donor coordination based on BiH leadership.

**In the last two years coordination and communication with the Donor Board largely stopped due to a lack of interest on part of BiH institutions.** As a first reaction the donors themselves re-established the Donor Board at the beginning of 2015. Following general parliamentary elections in October 2014 and the inauguration of a new Government in February 2015, it seems that commitment by the MoCA toward more effective donor coordination is increasing for the time being. This may be substantiated, provided the next Donor Board session (currently foreseen for end September 2015), receives adequate representation and an agenda that deals with the core issues facing the sector.

**The BiH Mine Action Strategy requires review and acceleration following only moderate achievements to date.** The BiH Mine Action Structure is being reviewed by the BiH authorities. A revised Strategy aiming at a five-year extension (until 2024) in order to achieve the commitment to the Ottawa Convention of a mine-free BiH is currently expected. However, it is apparent that fundamental

<sup>3</sup> At the beginning of August 2015 (after the report's cut-off date), a new Demining Commission was appointed reflecting the composition envisaged above.

changes are required, particularly among BiH institutions, if at least the revised goal is to be finally achieved. The donor community in principle is ready to further support Mine Action in BiH, potentially even with a temporary increase in external funding; however it is obvious that BiH's contribution in terms of effective leadership staff, structures and resources will be the key to a mine-free BiH by 2024.

**Proper guidance and monitoring by the EUD has deteriorated during the last year.** Following the May 2014 floods (which forced the Programme Manager at the time to focus on emergency issues) also project steering in mine action (and ammunition destruction) by the EUD also suffered. There have also been numerous changes to the position of Programme Manager since the end of 2014, indicating that project supervision and guidance has been sub-optimal during the last year. A new and permanent Programme Manager is due to start at the beginning of September 2015.

## Ammunition Destruction

**Ammunition destruction can benefit from a functioning coordination and implementation mechanism.** Currently, the BiH Armed Forces are responsible for the management of ammunition destruction. When taking into account the current level of expertise of the operational and strategic management structure of the MoD and Armed Forces, as well as the ongoing training programmes, there is a need to provide an advanced certification-training programme for ammunition destruction and demilitarisation.

**The EXPLODE project participates in the work of the Steering and Coordination Committees as well as the working groups established thereunder.** As an example, while the AFBiH with support from the European Forces (EUFOR) conducts inspection of munitions, UNDP destroys the ammunition allocated for destruction. Moreover, the priorities for infrastructural upgrades were defined through the working groups supported by EUFOR/NATO Headquarters in Sarajevo.

This Instrument for Stability (IfS) action is fully compliant with the broader EU and international response. EXPLODE is an important segment of the wider EU-led mandate in BiH, more specifically the mandate led by the EUFOR Mission in BiH. The MoD, with support from EUFOR/NATO HQ in Sarajevo, also established a governance mechanism of the overall management of weapons and the ammunition stockpile.

**An essential element of success is the demonstrated "comprehensive approach", meaning that the EU institutions, namely EUFOR and the EUD (through EXPLODE) work in a comprehensive manner with remarkable success.** The project delivers so well because it forms part of a partnership among a number of international actors which have complementary capacity, namely EUFOR, the United States Embassy and the Organisation for Security and Cooperation in Europe (OSCE) as an implementing partner. The Master Plan on ammunition and weapon disposal and destruction is led and owned by the MoD (with significant support from EUFOR and NATO HQ Sarajevo) and is by and large a political-military planning exercise. It clarifies priorities and lines of engagement and untangles the politics that can sometimes slow down or even block progress.

## 7 Conclusions

*This section sets out the conclusions on the strategy and performance of the programme under evaluation. The analysis of strengths and weaknesses of the way IPA assistance was planned and implemented can help to optimise the approach for future assistance within the overall context of technical cooperation.*

### 7.1 Conclusions

***Conclusion 1: IPA support to Mine Action and Ammunition Destruction is highly relevant and generally effectively delivered toward beneficiaries. The mix of different types of assistance, including socioeconomic development, has been a clear advantage of the current IPA support.***

The IPA Mine Actions evaluated provide an attractive mix of instruments which enables the tackling of all relevant aspects of mine action. The evaluated IPA assistance has been in line with sectoral needs and is consistent with the findings of the European Commission's Regular Reports and other strategic documents. Since demining is guided by the coherent BiH Mine Action Strategy in place, there is a clear logical approach overall. However, implementation of the BiH MAS to 2019 is very unlikely to be achieved, mostly due to insufficient BiH funding.

***Conclusion 2: The evaluated sample projects as well as the overall EU Mine Action and Ammunition Destruction programme have been generally effective in achieving their desired results, thus contributing to the fulfilment of the BiH Mine Action Strategy.***

Except for the pilot Land Release project, which still has to address a couple of implementation challenges, almost all projects in the evaluation sample have been satisfactorily completed. Particular reference can be made to Mine Victim Assistance, Mine Risk Education and the Explosive Ordnance and Remnants of War Destruction Project (EXPLODE).

***Conclusion 3: The chosen implementation modalities have adequately reflected the strengths and weaknesses of delivering such assistance in BiH. Further strengthening of the BiH Armed Forces and Civil Protection would increase country ownership and sustainability.***

With the exception of the pilot Land Release project, the IPA Mine Action and Ammunition Destruction (MAAD) Programme appears to be largely efficient. Inputs usually correspond correctly to the outputs produced and the project resources are largely managed in a cost-effective manner.

The IPA programme has delivered value for money in terms of land cleared of mines and returned to use, thereby creating the potential for socioeconomic development within communities. Furthermore, the programme has delivered value for money by improving awareness of mine-related risks through the delivery of Mine Risk Education and by working with vulnerable groups of mine victims.

Evidence from the current evaluation indicates that successful IPA interventions largely depend on the capacity of the beneficiary institutions and contractors. Concerns remain with the key implementation body in the sector, the BiH Mine Action Centre (BHMAC). Capacity building and institutional upgrading need to continue if the BHMAC is to be fully enabled to implement Land Release.

The combination of demining and socioeconomic activities highlights the factual challenges that face project design, performance and management due to differing organisational cultures among partners (i.e. highly technically specialised demining operators and development-orientated NGOs). Thus, the "forced" partnership of basically opposite organisations (demining contractors and local development NGOs) can be demanding and does not always add value to the actual project. In future a separation of these activities may provide for a more efficient and effective approach.

In view of the upcoming IPA 2013 programme, Calls for Proposals remain the preferred modality of implementation of Mine Clearance and Technical Survey (MCTS) activities. However, the calls should be equally open to all accredited demining operators in the country. Contracting directly through the BHMAC (as is currently being tested) may be an option for the future, depending on the outcomes of the currently ongoing procurement process and the capacity of BHMAC to manage procurement under EU rules. This however, has still to be demonstrated. Besides procurement, BiH has sufficient trained capacity for the task, with funding remaining the main obstacle to progress. There is however, an

emerging need to ensure transparency and availability of data on mined areas by BHMAL towards NGO, companies, public and other relevant stakeholders (maps, MRE plans, GPS coordinates).

Besides the market-orientated organisations, further strengthening of the public institutions conducting demining (BiH Armed Forces, Civil Protection) would also be helpful as in the long term this increases the country's contribution toward solving the mine problem.

***Conclusion 4: Expected impacts of the MAAD programme are becoming increasingly visible, particularly at local levels of intervention.***

Impacts in Mine Action have been achieved, but are currently only visible at local level. Limited effectiveness, impact and sustainability of the assessed socioeconomic activities can be attributed to the narrow focus and simplicity of the initiatives. The expected impact of the pilot Land Release project should materialise once the new methodology is fully adopted and rolled out. As regards Ammunition Destruction, the EXPLODE needs to improve its current level of delivery and planning to be able to sustain previous results and finalize the rest of activities envisaged.

***Conclusion 5: Sustainability of the achievements of the MAAD programme is largely ensured, although sustainable delivery of the overall BiH Mine Action Strategy is questionable.***

The safe ground achieved by demining is sustainable and provides a sustainable basis for accident reduction and further development investment. In the Ammunition Destruction sub-sector the EXPLODE project has already developed first steps towards an exit strategy, which should basically allow the BiH Armed Forces to adequately complete the disposal and destruction processes that is currently ongoing.

The BiH Mine Action Strategy is being reviewed by the BiH authorities and a revised Strategy aiming at a five-year extension (until 2024) in order to fulfil BiH's commitment to the Ottawa Convention is currently expected. Provided the new MAS is adequately supported by the necessary legal, financial and institutional means, it should be possible to achieve the goal of the revised MAS in a sustainable manner.

***Conclusion 6: Problems related to the legal framework, funding, lack of trust within the sector related to task prioritisation and allocation and the lack of coordination and communication between donors and BiH stakeholders are significant, although there are indications of certain improvements.***

Demining entails a very diverse field of stakeholders operating in complex situations, including donors, NGOs, private sector and State entities and local governments as well as communities. This increases the management challenges associated with linking mine action and development. Moreover, the sector as a whole is fragmented, lacks political support at State level and lacks international publicity and exposure.

A major reason for uneven progress is an underlying political lethargy around the mine problem in BiH. The Parliament has not been able to pass a new demining law and has consistently underfunded mine clearance. BHMAL, responsible for overseeing demining, has been at the centre of an alleged political scandal since 2014. Interest from foreign donors, including other governments, has been waning. At the time of this evaluation, the situation seems to have improved slightly but commitments still need to materialise, particularly from the BiH authorities.

Besides responding to the immediate emergency following the 2014 floods, the BiH authorities need to restore public confidence in the mine clearance effort by passing the new Demining Law, funding their own strategy adequately and focusing their resources on the clearance of known mined areas (starting with those having the highest impact on communities). Based on such pre-conditions, foreign donors may also need to step up with a reinvigorated effort to complete clearance by a new deadline beyond 2019. At present, a further extension of the duration of the BiH Mine Action Strategy by another five years (until 2024) can be expected.

## 8 Lessons learnt and recommendations

*This section sets out lessons learnt about the strengths and weaknesses of how IPA support was programmed and implemented. This report recommends three sets of action aiming i) at improving the strategic basis of the sector wherein the IPA programme is acting; ii) at making suggestions for the programming of future Mine Action assistance; and iii) at ensuring the more effective implementation of Mine Action support in the near future.*

### 8.1 Lessons learnt

The introduction of new methodologies such as land release requires a change management process closely supervised by top management. The process in BHMACH has so far been following a rather unstructured approach. In particular, chances to activate and engage employees have been missed from the outset. The absence of active and visible participation by senior leaders such as the Ministry of Civil Affairs and Demining Commission has been one of the root causes.

Provided that a mine-free BiH indeed represents an overall mutual political goal that receives full support from both BiH policy makers and the international community, the objective would seem to be achievable by the end of the likely extension of the BiH Mine Action Strategy to 2024. However, this also means that the BHMACH in its current composition and size has been marked with a clear expiry date. As a consequence, there needs to be a long-term concept for managing the BHMACH's change process in view of its gradual phasing out.

As regards socioeconomic development activities, linkages to Local Development Strategies increase potential effectiveness, impact and sustainability due to the dedication of local governments to the set objectives and priorities (an example of such good practice can be seen in Lopare municipality).

The seasonability of agricultural production needs to be considered in the design and implementation of project socioeconomic activities (e.g., the late distribution of plum seedlings in Lopare municipality delayed planting of the plums and led to the withdrawal of some applicants).

As can be seen from the implementation of the Mine Victim Assistance project, vulnerable populations can be supported only on a case-by-case basis. This requires a tailored, individual approach specific to each beneficiary.

Socioeconomic activities increase the visibility of demining. Despite the appreciation in principle of demining actions, their recognition among relevant local communities is usually low. This can however change quickly when accompanying socioeconomic activities bring immediate, visible and additional benefits to the communities.

The presence of the European Forces (EUFOR) at the last meeting of the EXPLODE Steering Board has been extremely useful. EUFOR involvement strengthens the process of technical monitoring of Mine Action and Ammunition Destruction, while EUFOR capacity building and training assists the BiH Armed Forces to achieve a robust and self-sustainable training structure equipped with appropriate staffing mechanisms in respect to the threat from landmines and unexploded ordnance (UXO).

BiH, like all mine-affected Western Balkan countries, continues to face the problem of mine warning signs being removed by local populations or destroyed by severe weather conditions. A good way to deal with this problem has been seen in Croatia where new methods of marking in remote areas have been adopted, such as painting warning signs on rocks.

## 8.2 Recommendations

Specific issue/conclusion	Recommendation/proposed action	Addressee (Responsibility)	Deadline for implementation
<b>Strategic aspects</b>			
The Donor Board largely stopped operating in recent years. The donors have recently re-established the Board among themselves. An effective dialogue between donors and BiH institutions in Mine Action needs to be established.	Improve the quality of donor coordination in terms of structure, content and communication to domestic and international stakeholders.	Ministry of Civil Affairs, Demining Commission, Board of Donors	With immediate effect
	Invite to regular donor coordination meetings.		
	Invite EUFOR to participate in the next Donor Board meeting as part of the EU family. They could assist the Donor Board with external technical monitoring.  Moreover, the involvement of EUFOR would strengthen the currently rather weak coordination between humanitarian and military demining.	EUD	Next Donor Board meeting
Transparency related to task prioritisation and allocation is key to the efficient use of funds in Mine Action.	Convene a meeting of donors to agree a method of improving the process for 2015 onward using a single task list (possibly also reflecting the Land Release approach), rather than individual donors continuing to conduct their own approach to task selection.	Ministry of Civil Affairs, Demining Commission, BHMAC	With immediate effect
The new Demining Law should be fully coherent with the requirements of the revised BiH Mine Action Strategy.	A transparent public consultation process on Demining Law should be initiated that also includes sector institutions and representatives, civil society and donors.  In order to anticipate the likely consequences of the new Demining Law, particularly in relation to the implementation of the BiH Mine Action Strategy, the required capacities and funding implications, the EUD should discuss at the Donor Board the possibility of carrying out a regulatory impact assessment.	Ministry of Civil Affairs, Demining Commission, Board of Donors, EUD	With immediate effect
<b>Programming</b>			
Socioeconomic activities provide clear added value to classical demining. However, the approach should be both fine-tuned and	Separate demining and socioeconomic development projects, while still ensuring cooperation between demining and socioeconomic development NGOs.  Programme socioeconomic projects on a basis of at	EUD	With immediate effect

Specific issue/conclusion	Recommendation/proposed action	Addressee (Responsibility)	Deadline for implementation
expanded.	<p>least two years of duration, to ensure sufficient time for economic and social initiatives to be implemented and made sustainable. Ensure that individual initiatives offer a value chain, for instance by linking market research, business training and market access.</p> <p>Increase funding per project in order to ensure stronger project impact and comprehensiveness.</p> <p>Award socioeconomic development contracts to qualified and experienced NGOs, based on clearly defined and respected grant criteria.</p> <p>Explore the linkage of activities to the existing objectives and priorities of local governments (a number of local governments have adopted Integrated Local Development plans supported by UNDP).</p>		
The Mine Victim Assistance concept has confirmed its relevance and effectiveness.	<p>The project concept related to economic development that is currently being implemented can be maintained for new beneficiaries.</p> <p>This would include a combination of market research, business training, granting and sales linkages; strengthening the market linkages, sales and cooperatives of the previous users or already existing businesses; and providing health assistance to the treatment of injuries caused by mines that prevent mine victims from functioning normally and benefiting from other types of assistance (an idea would be to train families to help treat wounds).</p> <p>Apart from economic projects, sports, culture and other social development projects should also be considered.</p>	EUD	With immediate effect
Saturation of adults with standard MRE activities, including training and information.	A combination of socioeconomic development and MRE for adults should be considered. Adults that risk entering mine-affected areas due to economic reasons should be targeted and supported in creating alternative income.	EUD	With immediate effect



Specific issue/conclusion	Recommendation/proposed action	Addressee (Responsibility)	Deadline for implementation
	<p>Creative initiatives in the school curriculum such as puppet shows and peer activities, including acting and role play, are effective in targeting children and should be continued.</p> <p>MRE activities should be awarded to experienced NGOs. However, these projects should be implemented in close cooperation with demining operators.</p>		
The current BHMAL SOPs and procedures on MRE limit project design, performance and the management of MRE actions.	<p>Standard Operational Procedures (SOPs) for MRE need to be amended and aligned with contemporary practices and methodology. It would be useful to have just one set of SOPs for MRE, since currently several sets of SOPs need to be consulted.</p> <p>In addition, MRE training activities, puppet shows and other activities that are not directly related to marking require different categorisation and monitoring procedures by BHMAL that do not limit implementation of the activities or restrict creativity in their design and implementation.</p>	BHMAL	With immediate effect
Mainstreaming of cross-cutting issues, in particular gender aspects, in Mine Action is not systematically addressed.	Future IPA assistance should more closely consider mainstreaming cross-cutting issues, particularly gender issues. Gender in mine action programmes is relevant in two distinct ways: i) employment opportunities within contracts; and ii) in terms of the beneficiaries receiving the outputs of the implemented activities. Contractors should also be requested to follow up cross-cutting issues as part of their obligatory reporting.	EUD	With immediate effect (programming IPA 2015)
<b>Implementation</b>			
Strengthening the BiH demining operators would in the long term also increase the country's contribution toward solving the mine problem.	Initiate a discussion at the Donor Board about (funding) possibilities to more closely involve other demining actors in the country, namely Civil Protection and the Armed Forces of BiH.	EUD	End 2015

Specific issue/conclusion	Recommendation/proposed action	Addressee (Responsibility)	Deadline for implementation
The EU Land Release project has been suffering from poor implementation and monitoring has been insufficient.	<p>Comprehensive reporting on the achievements and weaknesses of the Land Release project is needed, including a detailed implementation plan for adopting all SOPs, standards and prioritisation methodologies in relation to Land Release. Furthermore, a strategy for rolling out the Land Release approach should be presented.</p> <p>Attendance of the (Acting) Director of BHMAC is required for presenting the status of actual performance of the Land Release project.</p>	BHMAC	IPA Monitoring Committee (September 2014)
The pilot tendering in BHMAC may set up the procurement model for the future of Mine Action. However, the procurement capacities and experience of BHMAC are still limited.	<p>Direct contracting of mine action funds to NGOs following a competitive tender procedure (call for proposals) should continue at least for IPA 2013.</p> <p>The current practice appears to be the most efficient model for the funding of MCTS activities. However, calls for proposals should be opened to all demining organisations, accredited by BHMAC.</p> <p>In case a new Demining Law offers the possibility of a (joint) fund for Mine Action, compliance with EU rules and implementability should be explored.</p>	EUD	Implementation of IPA 2013 projects
As experienced in the Land Release pilot project, monitoring and steering in Mine Action has been insufficient.	<p>Ensure Project Steering Boards are present for all large projects in the sector and conduct regular quarterly meetings in order to provide for close monitoring and speedy decision making.</p> <p>The attendance of meetings by the EUD increases risk management capacity and enhances the decision-making process.</p> <p>Reporting procedures for all projects in Mine Action should be standardised (quarterly reports are recommended).</p>	EUD	Implementation of IPA 2013 projects

A possible scenario for the future of EU funding for BiH mine action support is presented in Annex 5 of this report.

## Annexes

Annex 1 – Evaluation Terms of Reference

Annex 2 – Methodology used

Annex 3 – Scope of the evaluation

Annex 4 – Assessment of sample projects

Annex 5 – Possible scenario for future EU funding to BiH mine action

Annex 6 – Actors interviewed

Annex 7 – List of documents consulted

## **Annex 1 – Evaluation Terms of Reference**

### **Specific Terms of Reference**

#### **Self-Evaluation of the projects "Support to Mine Action and ammunition destruction"**

**FWC COM 2011 - LOT 1**

**Request for Services No.  
2014/349713/1**

#### **1. BACKGROUND AND CONTEXT**

The Self-evaluation (i.e. evaluation at project level) was introduced by the DG Enlargement in the course of 2006. It is complementary project-management tool to monitoring for project managers, but it is quite different exercise. Self-evaluation, unlike monitoring, judges interventions on the basis of relevance of the objectives, why an activity does or does not attain its objectives, how performance can be improved as well as on the basis of results, impacts and sustainability at the level of addressees. On the other hand, monitoring simply reports on what outputs have been produced, at what costs (i.e. inputs) over what time period, and by whom.

Self-evaluation is designed to be conducted under the responsibility of the EU Delegation during the preparation, implementation and/or completion of an intervention (project) in order to assist the EU Delegation to assess the project performance and lessons learnt for future interventions in a particular sector to which the project relates to.

The self-evaluation findings and recommendations should feed into the potential thematic and/or programme evaluations conducted by DG Enlargement services in future.

The subject of this self-evaluation are the projects *in Support to Mine Action* funded under 'Instrument for Pre-Accession Instrument and ammunition destruction funded under the Instrument for Stability.

#### Description of the Project

The Instrument for Pre-accession Assistance (IPA) programmes in BiH envisage support to the implementation of the Bosnia and Herzegovina Mine Action Strategy and sub-strategy for Mine Victims support.

Bosnia and Herzegovina (BiH) is heavily contaminated with landmines and explosive remnants of war (ERW), including cluster munition remnants, largely as a result of the 1992-1995 conflict related to the break-up of the Socialist Federal Republic of Yugoslavia.

The Bosnia and Herzegovina Mine Action Centre (BHMAC) was established in July 1998, and took over the responsibility for coordination of mine action implementation from a: United Nations Mine Action Centre (UNMAC) which had been established in the immediate aftermath of the war. Initially, mine action implementation was largely conducted by international agencies. Increasingly however, both coordination and implementation was undertaken by local capacities.

The first Mine Action Strategy, covering the period 2002 - 2009 was finalised in 2002. The adoption of the Law on Demining during the same year established the BHMAC within the state structure, under the Ministry of Civil Affairs. A review of this strategy concluded that it was too optimistic, and introduced a more realistic approach of a 'country free of mine impact by 2009'. Unfortunately it became apparent that this target was also overly ambitious.

The development of a new strategy covering the period 2009 - 2019 was then undertaken. This was linked to an extension request under Article 5 of the Ottawa Convention, whereby BiH received an extension until 2019 for the removal of all anti-personnel mines within the territory of the country. To date, annual targets contained within this strategy have not been met, and it is clear that the planning assumptions within strategy development have been flawed.

The European Union (EU) has for a number of years been a key stakeholder in the mine action sector of BiH. The EU has funded projects to the value of €46m since 1996, and continues to be one of the largest international donors to the sector. Since 2007, funding has been through the Instrument for Pre- Accession (IPA), which offers assistance to countries engaged in the accession process to the EU.

The EU Delegation in Sarajevo have requested Landell Mills Ltd to conduct an evaluation of the mine action sector in BiH. The specific objective of this evaluation was to prepare a study on how to develop effective Mine Action capacities to efficiently implement the Mine Action Strategy in BiH including analysis of the absorption capacities in this area. The expected outcome of the study was report with recommendations on how to assist the Mine Action Programme of BiH to enhance the overall capacity to carry out their mandate according to relevant BiH legislation, and also within the framework of EU rules governing EU assistance.

The evaluation mission found that whilst there are a number of positive aspects related to the Mine Action Programme of BiH, there are weaknesses in planning and implementation which have led to strategy targets being consistently missed, significant impact from mines and other ERW more than 15 years after the end of the war, and a failure to meet initial targets with the framework of international law. The majority of the recommendations relate to strategic planning, coordination and funding improvements required to enable BiH to improve the efficiency and effectiveness of its Mine Action Programme, and meet international obligations under the Ottawa and Oslo Treaties.

It is recommended that the EU continues to fund mine action in BiH at existing or increased levels for at least the next 3 years. This is in line with international funding targets set out within the current BiH Mine Action Strategy. Despite the weaknesses summarised above, any reduction or withdrawal of funding now would have a serious impact on the BiH Mine Action Programme given the EU's role as one of the key international donors. This is particularly relevant in light of State and local funding targets consistently not being realised to date.

Finally, it is recommended that the EU supports country efforts to revise the Mine Action Strategy 2009 - 2019, update the demining law, including by encouraging stakeholder participation in the review, and increase country ownership of the programme by supporting establishment of a BiH country trust fund for Mine Action<sup>4</sup>.

At the end of the war, BiH was left with a large stockpile of small arms and light weapons as well as ammunition which far exceeded the needs of the Armed Forces of BiH. The control and storage of this stockpile constitutes not only a heavy burden for the budget of the Ministry of Defence but also present a considerable security risk because of the age of the ammunition and storage conditions.

Due to the age and chemical instability of the ammunition in BiH the South Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) identifies that BiH is facing "a potentially significant threat to human life due to the storage conditions and the physical condition of their ammunition stockpile".

The ammunition destruction as a part of the SALW strategy in BiH and the EU policies on relevant EU/EC legislation and agreements concerning Small Arms and Light Weapons (SALW) - more specifically the European Union (EU) Joint Action and EU Code of Conduct for Arms Exports.

In response to this challenge, the UNDP has developed a Small Arms Control and Reduction Project in BiH and the EU provided financing of the project as a direct grant to UNDP, under Phase I (implemented from 28/7/2008 to 31/12/2009 with a budget of ca 2.72 M€) ca 4.800 tons of ammunition were destroyed. Under Phase 2 (18/12/2009- 31/12/2011), with a budget of 2.08M€, an additional 3.500 tons were destroyed.

Phase III follow-on Instrument for Stability project ('Interim Response Programme', EUR 3.878 M€ on the destruction of UXO and ERW material in BiH to be implemented through a UNDP/OSCE partnership (01/04/2013-31/07/2015) builds on the work and progress already made within Phases I and II of the Small Arms Control Reduction Projects and is important for ensuring the sustainability of this assistance already provided.

Most of all, the project is crucial to address the threats to safety and security resulting from the rapidly growing quantities of unstable ammunition in the country. The Explosive Ordnance and Remnants of War Destruction Project (Phase III) has been expanded to include and address stockpile management for four priority sites identified in an UNDP/OSCE Assessment. The project will focus solely on high hazardous and unstable ammunition that is declared for destruction due to its poor conditions, and will achieve a reduction of unstable and surplus ammunition by 18.000 tons.

Therefore, the findings of the Self Evaluation as a follow up is important so to provide findings and recommendations for future areas of interventions based on the lessons learnt from the IPA financed projects and IFS listed in the Annex I of the Terms of Reference.

## 2. DESCRIPTION OF THE ASSIGNMENT

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<sup>4</sup> See Annex II of the Terms of Reference

The overall objective of the evaluation is to provide the Delegation of the European Union with sufficient information to make an informed judgment about the past performance of the different projects (their efficiency, effectiveness and impact), to document lessons learnt and to provide practical recommendations for follow-up action.

The specific objectives of the evaluation of are:

- To assess in particular the efficiency, effectiveness and impact of project implementation, indicating clearly to what extent the results, purposes and overall objectives of the selected projects were achieved;
- To provide comparative assessment of efficiency, effectiveness and impact of EUD interventions based on the selected projects, including strengths and weaknesses of the different implementation methods;
- To identify and document lessons learned, focusing on the design, implementation and management of the selected projects for improving of programming and identification of future actions; and
- To provide recommendations for practical follow-up action, with the emphasis on actions related to sustainability of project benefits.

The evaluation will determine to what extent the projects have collectively succeeded in meeting the objectives of the EU as set out in the relevant country strategy paper and to what extent the projects have increased the Government's ability to meet its objectives within the agreed framework of co-operation with the EU. It is therefore important that the review will focus not only on the individual projects being evaluated, but also on their overall achievements.

The services to be provided must be rendered in accordance with the published EC *Project Cycle Management Guidelines*, and will include:

- Assessments for each individual project with respect to:
  - 1) Quality of the project design (how well the project was identified and formulated)
  - 2) Performance of the project (how well the project is doing or did), according to the five criteria:
    - a) Relevance (current validity of the project)
    - b) Effectiveness (ability of the project to meet its objectives)
    - c) Efficiency (adequacy of the resources used to the results achieved)
    - d) Impact (project contribution to its overall goal)
    - e) Sustainability (likelihood of project achievements to last beyond project closure)
  - 3) Management (how well the project is being or was handled)
- Detailed and comprehensive documentation of lessons learned, for the benefit of the EU Delegation to Bosnia and Herzegovina and the implementing partners, including comparative analysis of the strength and weaknesses of the different implementation methods.
- The provision of recommendations for practical follow-up to ensure sustainability and to facilitate utilisation of the project outputs.
- Where appropriate suggestions for corrections or follow-up activities.

The evaluation will focus both on the beneficiaries' perceptions of benefits received as well as on the EU perspective of achievements. To this end, the evaluation must be participatory and should include a review of project documentation (desk phase), interviews with all relevant stakeholders (project managers, implementing entities, local counterparts, beneficiaries, etc.) and selected site visits (field phase) and a collection of feedback from project stakeholders aimed at validating the evaluators' findings, conclusions and recommendations (synthesis phase).

Therefore the evaluation approach should be developed and implemented as presented below:

Once the external evaluation team has been contractually engaged, the evaluation process will be carried out through three phases: a desk phase, a field phase and a synthesis phase.

In the desk phase, the relevant programming documents should be reviewed, as well as documents shaping the wider strategy/policy framework. The evaluation team will then analyse the logical framework. On the basis of the information collected the evaluation team should:

- Describe the development of the co-operation context.
- Comment on the logical framework.
- Develop the evaluation into sub-questions identify provisional indicators and their verification means, and describe the analysis strategy.

At the end of this first part of the desk phase an inception report is required.

- Review systematically the relevant available documents;
- Present an indicative methodology to the overall assessment of the selected projects.
- Interview the Programme management, and key partners in Bosnia and Herzegovina.
- Present evaluation questions, stating the information already gathered and their limitations, provide a first partial answer to the question, identify the issues still to be covered and the assumptions still to be tested, and describe a full method to answer the question.
- Identify and present the list of tools to be applied in the field phase.
- List all preparatory steps already taken for the field phase.

At the end of this second part of the desk phase a desk report is required ..

The field phase should start upon approval of the desk phase report by the evaluation manager. The evaluation team should:

- Submit its detailed work plan with an indicative list of people to be interviewed, surveys to be undertaken, dates of visit, itinerary, and name of team members in charge.
- Ensure adequate contact and consultation with, and involvement of, the different stakeholders; working closely with the relevant government authorities and agencies during their entire assignment. Use the most reliable and appropriate sources of information and will harmonise data from different sources to allow ready interpretation.
- Summarise its field works at the end of the field phase, discuss the reliability and coverage of data collection, and present its preliminary findings in a meeting with EU Delegation.

At the end of the field phase a debriefing report has to be submitted.

The synthesis phase is mainly devoted to the preparation of the draft final report. The consultants will make sure that:

- Their assessments are objective and balanced, affirmations accurate and verifiable, and recommendations realistic.

At the end of the synthesis phase a draft final report and a final report are required. The following outputs are required:

- Inception Report, updating and detailing the organisation and methodology to be adopted for the assignment.
- Debriefing Report, indicating the critical findings with respect to the assessments undertaken, and the corresponding recommendations;
- Draft Final Report, documenting all aspects of the review; and
- Final Report, incorporating comments on the Draft Final Report.

### **3. EXPERTS PROFILE OR EXPERTISE**

*Number of requested experts per category and number of man-days per expert*

The assignment is foreseen to be performed by 3 experts, as per the following input requirement:

190 working days out of which 100 working days should be allocated to senior expert and 90 days to junior experts.

*Profile and/or expertise required*

*The assignment shall be carried out by a team of experts composed of 1 Senior and 2 Junior experts.*

*Qualifications and skills:*

*Senior expert must have education at least a Master's Degree Academic level, and at least 10 years' experience in the sectors directly or indirectly related to this assignment. In the absence of a Master's Degree, a relevant Bachelor's Degree and 5 years' relevant experience over the 10 years above are required*



*Junior experts must have education at least a Master's Degree Academic level, and at least 3 years' experience in the sectors directly or indirectly related to this assignment. In the absence of a Master's Degree, a relevant Bachelor's Degree and 2 years' relevant experience over the 3 years above are required.*

*The team as a whole should possess a sound level of knowledge and experience in the following areas:*

#### *Expertise in Evaluation*

*Sound knowledge and experience of conducting reviews and evaluations of EU funded projects. As a minimum, this expert must have participated in two reviews and/or evaluations of EU funded projects in the last five years.*

#### *Expertise in Mine Action and ammunition destruction Sector*

*The expertise 'must include at least three years of professional experience from working on international aid projects in the area of implementation of Mine action and ammunition destruction activities.*

#### *Expertise in Socio-economic development*

*The expert must possess at least three years of professional experience from working on international aid projects in the area of socio-economic development.*

#### *Working language(s)*

*The language of this specific contract is English while the working language for the assignment shall be also any of the official languages of BiH (Bosnian, Croatian, Serbian). All materials and reports with annexes produced by the Contractor under this contract shall be available in English in hard copy and digitally.*

## **4. LOCATION AND DURATION**

### **Starting period**

Expected start date of the envisaged assistance is 15 days from the date of signature of the Contract by both parties

This will be a global price contract.

The offer must include the proposed organisation and methodology for executing the assignment.

### **Foreseen finishing period or duration**

The duration of the assignment is 6 months which includes draft Final report submission and 10 days for comments by Contracting Authority and 5 days for their incorporation to the Final Report by the Contractor.

### **> Planning**

A first mission will be used by the experts' team to get acquainted with the project environment, relevant documents and stakeholders involved in EU assistance (and other donors project related assistance) and to plan all follow-up actions. The timing of other missions if required will be agreed with EU Programme Manager according to the project needs. .

### **Location(s) of assignment**

Given that the project will to a large extent involve desk research, the main place will be Sarajevo but travel might be required to other cities where the organisations to be consulted have their offices.

## **5. REPORTING**

### **>Content**

The Contractor shall submit to the EU Delegation 3 hard copies of the relevant outputs and reports in English language. The Contractor shall also provide electronic copies to the EU Delegation. The format and content of the final Report will be agreed during the expert's mission(s).

The Final Report which incorporates the Contracting Authority's comments should be submitted within 5 days from the Contracting Authority comments.

## **6. ADMINISTRATIVE INFORMATION**

*Interviews if necessary indicating for which experts/position*

If the evaluation committee finds it as beneficial an interview with Team Leader can be conducted by phone.

*Subcontracting*

n/a

*Language of the specific contract*

The language of this specific contract is English while the working language for the assignment shall be also any of the official languages of BiH (Bosnian, Croatian, Serbian). All materials, reports and Guidelines produced by the Supplier under this contract shall be available in English in hard copy and digitally.

*Request for succinct methodology when needed*

N/A

Management team member presence required or not for briefing and/or debriefing

Briefing and debriefing meetings between Team Leader and Project Manager are expected at the beginning and end of the assignment. Ad hoc meetings will be organised in the course of implementation, if required.

*Other authorized items to foresee under 'Reimbursable'*

The expenditures to be covered under the "Reimbursables" cover: per diems, international and local travel and other costs such as translation/interpretation, printing and organisation of consultation meetings/workshops.

*Operational conditionality for intermediary payment if any*

n/a

*Tax arrangements*

The Contract shall be exempt from all duties and taxes, including VAT

*Others*

n/a

## EC Delegation to BiH Mine Action Report

No.	Decision Year	Implementing Organisation	Contract number	Start-End date	EU contribution	Total costs	Title	Objectives	Status
1	IPA 2007	Stop Mines	2005/227-356	11/12/2009-11/04/2012	1,498,195.17	1,659,158.17	Mine Clearance and Technical Survey	The objectives of this programme is better protection of the BH citizens against un-explored ordnances (UXOs) and land mines and creation of safe environment and selling of the security pre-conditions for sustainable socio-economic development. The specific objectives of this call for proposals for Bosnia and Herzegovina to reduce the antipersonnel landmine risk and to enhance local and regional impacts of effective mine action capacity through the Technical Survey (up to 70% of the action relates to this activity) and Mine clearance (30% of the action relates to this activity). The total of 2 000 000 m² will be covered by the project.	Finished
2	IPA 2008	Udruženje za eliminaciju Mina	2011/250-672	17/02/2011-17/08/2012	667,469.71	778,825.35	Support to Mine Action in BiH	The objectives of this programme is better protection of the BH citizens against un-explored ordnances (UXOs) and land mines and creation of safe environment and selling of the security pre-conditions for sustainable socio-economic development. The specific objectives of this call for proposals for Bosnia and Herzegovina to reduce the antipersonnel landmine risk and to enhance local and regional impacts of effective mine action capacity through the Technical Survey (up to 70% of the action relates to this activity) and Mine clearance (30% of the action relates to this activity). The total of 800 000 m² will be covered by the project.	Finished
3	IPA 2008	Posavina bez Mina	2010/259-783	10/01/2011-10/06/2012	150,019.34	212,921.39	Mine Risk Education	The objectives of this programme is better protection of the BH citizens against un-explored ordnances (UXOs) and land mines and creation of safe environment and selling of the security pre-conditions for sustainable socio-economic development. The specific objectives of this call for proposals for Bosnia and Herzegovina to reduce the antipersonnel landmine risk and to enhance local and regional impacts of effective mine action capacity through the Technical Survey (up to 70% of the action relates to this activity) and Mine clearance (30% of the action relates to this activity). The total of 780 000 m² will be covered by the project.	Finished
4	IPA 2008	Pro Vite	2011/260-793	10/02/2011-10/10/2012	699,694.40	804,994.40	Supplies for Support to Mine action activities Lot 4 Vehicles	Technical upgrade of BH MAC capacities -LOT 4 Vehicles	Finished
5	IPA 2008	Union Auto	2010/237-127	10/05/2010-01/12/2012	237,410.00	237,410.00	Supplies to Support to Mine action activities - Lot 5 Notebooks	Technical upgrade of BH MAC capacities -LOT 5 notebooks	Finished
6	IPA 2008	O&T srl	2010/237-211	28/03/2010-27/04/2012	35,960.00	30,364.00	Supplies for Support to Mine action activities - LOT 1 Personal protection equipment for demining and LOT 2 Protective clothes and shoes	Technical upgrade of BH MAC capacities LOT 1 and 2 (protective clothes and equipment)	Finished
7	IPA 2008	Nula BE/NE	2010/237-498	25/05/2010-25/06/2012	41,000.00	41,000.00	Geographic Information System Training	After procurement of terrain IT equipment, operational and informational training	Finished
8	IPA 2008	Danish Management	2010/251-254	07/12/2010-07/03/2011	35,100.00	21,000.00	Socio-economic empowerment of mine victims and their families through provision of business training and employment opportunities in BiH	The project methodology foresees full participation of the local authorities in the process and without their full participation it is almost impossible to achieve the outcome of the project and training of approx. 480 beneficiaries in business plans development and follow up and employment of 240 beneficiaries in 20 municipalities across Bosnia and Herzegovina	Finished
9	IPA 2011	ASB	2012/311157	31/12/2012-31/01/2015	1,000,000.00	1,147,200.00			Ongoing

## EC Delegation to BiH Mine Action Report

10	IPA 2011	BiH MAC	2012/01/05/78	21/12/2012-21/12/2014	1,200,000.00	1,580,000.00	Land release Project	<p>The planning plan for 2013 and 2014 foresees a reduction of 251.5 km<sup>2</sup> of suspected area through general and systematic survey operations of specialized BHMAC teams. During the lifetime of the project it is expected to reduce 70km<sup>2</sup> of the 3rd category of territory. Result 1.1: BH MAC teams through operations surveyed 100 km<sup>2</sup> of mine suspected land.</p> <p>Result 1.2: Released approx. 70km<sup>2</sup> of the 3rd category of territory using human and technical resources</p> <p>Result 1.3: Approx. 20 km<sup>2</sup> of the area identified and projected for technical survey and clearance</p> <p>Result 1.4: A number of Orthophoto Maps scanned and mapped using adequate equipment</p> <p>Result 1.5: BH MAC teams trained in Standard Operative Procedures</p> <p>Result 1.6: Awareness raising campaign implemented</p> <p>Result 1.7: Increased sustainable return to the release territory- impacted communities and reduced number of casualties</p> <p>The project synergy is also ensured with the planned ORTOPHOTO mapping project under the Land Administration sector that will provide specific support to the BH MAC in provision of necessary maps that are important for reduction areas. In this context provision and procurement of necessary equipment as justified in the Budget table is needed so to enable adequate production of the</p>	Ongoing
11	IPA 2011	Prezavirna bez Mina	2012/03/11/79	31/12/2012-30/11/2014	300,000.00	335,516.00	Mine Action Strategy Support	<p>To create sustainable safety conditions through implementation of Municipal MRE plans - mine risk education activities amongst at-risk population (school children and adults), permanent and urgent marking of risk areas and building sustainable risk reduction capacities in 12 municipalities across BH</p> <p>The objective is to finish Clearance and Technical Survey of 1 100 000 m<sup>2</sup> in both entities including Brčko district, and to fruit cultivate 10% of total cleared area. Planting fruits where ever we receive request and when there is interest from land owners</p>	Ongoing
12	IPA 2011	Doklog	2012/03/11/78	28/12/2012-31/12/2014	1,125,000.00	1,260,000.00	Support to Mine Action in BiH	<p>The overall objective for the programme is firstly, the fulfilment of Bosnia and Herzegovina's obligations regarding the Ottawa Convention by the reduction of mine suspected and mine risk area in BiH with the aim to enable return of population to demined areas, improved protection of citizens against abandoned mines and UXO, reduction of mine casualties, creating preconditions for sustainable socio-economic development on demined areas. It is planned to conduct Technical Survey on a total size of 590 000 m<sup>2</sup> of suspected mine and risk area from the BH MAC priority list and to cover at least 240,000 m<sup>2</sup> of territory with clearance.</p> <p>In addition the socio economic measures focuses on the training and employment of at least 80 young persons throughout BiH.</p>	Ongoing
13	IPA 2011	Demira	2012/03/11/69	28/12/2012-31/12/2014	915,312.24	917,013.60	Support to Mine Action and Socio-economic Development in Bosnia and Herzegovina	<p>To implement the combined approach in humanitarian mine clearance and Technical Survey of approx. 1 100 000 m<sup>2</sup> (manual method, use of MDC and mechanical preparation of the ground) To establish a sustainable mine action capacity of "Udruga za eliminaciju mina" for this project by additional qualification of UEM staff and supply with specific operational equipment. To contribute to mine risk education - mine awareness campaign during each operation in local community</p>	Ongoing
14	IPA 2011	Udruga za eliminaciju Mina UEM	2012/03/11/60	28/12/2012-30/09/2014	1,650,000.00	1,171,176.18	Mine Action Strategy Support	<p>To implement the combined approach in humanitarian mine clearance and Technical Survey of approx. 1 100 000 m<sup>2</sup> (manual method, use of MDC and mechanical preparation of the ground) To establish a sustainable mine action capacity of "Udruga za eliminaciju mina" for this project by additional qualification of UEM staff and supply with specific operational equipment. To contribute to mine risk education - mine awareness campaign during each operation in local community</p>	Ongoing

## EC Delegation to BiH Mine Action Report

15	IPA 2011	8SEP M/606	20/2/2011-185	28/12/2012-30/1/2014	5,425,000.00	1,300,000.00	Mine Action Strategy Support	The main objective of the project is the technical survey and clearance of 1,450,000 m <sup>2</sup> of area contaminated by mines and UXO and providing support for socio-economic development for the population of mine-affected areas through implementation of the targets set by the municipalities economic development plans.	Ongoing
16	IFS 20028	UNDP	2008/42-944	18/12/2012-19/03/2019	2,720,000.00	3,044,210.00	Small Arms Control Programme Phase I	In 2003 UNDP launched its Small Arms Project (SAP 2003-2006) that worked towards achieving developing a BiH government capacity to address the challenges posed by the presence of small arms and to reduce the uncontrolled presence of small arms and light weapons in BiH by promoting the surrender of small arms by citizens and enabling the destruction of weapons ammunition. Ca 4,600 tons of ammunition were destroyed.	Finished
17	IFS 21008	UNDP	2008/227-404	18/12/2009-31/12/2011	2,086,000.00	2,316,300.00	Small Arms Control Programme Phase II	The project represents continuation of Phase I project and an additional 3,600 tons of ammunition were destroyed. More specifically this project aimed: <ul style="list-style-type: none"> <li>To enhance the capacity and know-how of the BiH Coordination Board to assume control and responsibility for the monitoring and verification of ERW.</li> <li>To have policy decisions and legislation on ERW devised in an informed manner and in line with the EC Directives.</li> <li>To raise public awareness on ERW issues.</li> <li>To operational plan and conduct open burning and open destruction of ammunition and explosives. To enhance the ammunition demilitarization planning capacity within the BiH Ministry of Defence.</li> <li>To operational plan and conduct industrial demilitarization operations for ammunition and explosives.</li> <li>To develop the National Risk Assessment that will include the hazards, critical risk areas, essential issues and damage and the plan for prevention and reduction of the risk.</li> </ul>	Finished
18	IFS-ROVM 2012	UNDP	2013/919-000	31/05/2013-31/07/2015	3,837,830.00	3,837,830.00	Explosive Ordnance and remnants of war Destruction Project in Bosnia and Herzegovina	The programme will build on the work and progress already made within Phases I and II of the Small Arms Control Reduction Project that were supported by the IFS during 2008-2011, in the amount of € 4.5 million, and implemented by UNDP. In addition, the proposed programme has been developed to address stockpile safety for priority sites. This new component will be implemented in partnership with OSCE based on a Memorandum of Understanding between UNDP and OSCE. The project proposal has been endorsed by the Governments of the Federation of Bosnia and Herzegovina and Republika Srpska. The project activities fall outside the scope of the IPA Regulation and although the programme does not pursue a CFSF objective, it would indirectly complement the Council Decision 2010/171/CFSP of 11 March 2010 in support of SESAC and the Mobile Training Teams (MTT) of the EUPOR, hence ensuring external policy consistency as mandated by the Treaties, as well as other donor initiatives in this field, such as the US-funded effort to the BiH MAC in provision of	Ongoing

## Annex 2 – Methodology used

### Methodology – Main Components

The Inception Report of this contract outlined the main components of the evaluation methodology. Its main elements were:

- Framework for answering the evaluation questions
- Inception stage methodology
- Field stage methodology
- Synthesis stage methodology and outputs.
- Sampling methodology (see Annex 3)

This was underpinned by an evaluation matrix that was prepared specifically for this evaluation and is presented below:

Evaluation Questions	Indicators	Sources
1. Quality of the Project Design		
Is the intervention logic clear and coherent?	<ul style="list-style-type: none"><li>- The LogFrame contains all relevant information presented in a clear and coherent manner. However, there are qualitative and quantitative indicators. When measured, these may involve more than a yes-or-no response; e.g. they may specify which information is missing and what is not clear. Only in the case of “absolute yes” is there no need for further explanation</li><li>- The project document is well structured and provides clear information on operations, budget and expected results</li><li>- Relevant cross-cutting issues are taken into consideration in the planning of activities (e.g. gender balance, the environment, minorities and disabled persons)</li></ul>	<ul style="list-style-type: none"><li>- EU policy documents</li><li>- Project documents</li><li>- EU personnel and stakeholders</li><li>- Project managers and staff</li></ul>
Does the current design sufficiently take cross-cutting issues into account (i.e. gender balance, the environment, minorities, refugees, internally displaced persons and persons with disabilities)?		
2. Project Performance		
2.1 Relevance		
What was the relevance of the project to EU priorities in the mine action and ammunition destruction sector?	<ul style="list-style-type: none"><li>- Comparative analysis of the documentation indicates that EU priorities and strategy were analysed and taken into account</li></ul>	<ul style="list-style-type: none"><li>- EU policy documents</li><li>- BiH policy documents</li><li>- Project documents</li></ul>

Evaluation Questions	Indicators	Sources
What was the relevance of the project to BiH needs and priorities in the mine action and ammunition destruction sector?	- Comparative analysis of the documentation indicates that BiH priorities and strategies were analysed and taken into account	- EU personnel and stakeholders - Project managers and staff - Implementing partners
What was the degree of consultation with Government institutions, local communities and implementing partners during project preparation and implementation?	- Consultations with relevant Government institutions, local communities and implementing partners were conducted during the Design phase (number, timing)	
<b>2.2 Effectiveness</b>		
To what extent were the project objectives attained?	- Comparative analysis of documentation (grant applications, reports etc.) indicates that project objectives were attained	- Project documents (grant application, reports, technical documentation)
Was the integrity of the project objectives maintained during project implementation?	- Analysis of feedback obtained from key stakeholders indicates that project objectives were attained	- Stakeholder and other external reports and documentation
Were the project's activities, resources and duration balanced and sufficient to attain the project's objectives?	- Comparative analysis of documentation (ToR, activity reports etc.) indicates that the project was implemented as envisaged	- EU personnel - European stakeholders - Implementing partners - Government institutions - Beneficiaries - Implementation sites
Did the project add sufficient value to cross-cutting issues? Did the project sufficiently take cross-cutting issues into account (i.e. gender balance, the environment, minorities, the needs of persons with disabilities)? (The structure of the Matrix may be amended in line with EUD priorities related to questions and indicators focusing on cross-cutting issues, visibility and other areas. In case these areas are seen as high-priority, separate subtitles in the Matrix may be introduced)	- Analysis of feedback obtained from key stakeholders indicates that the project was implemented as envisaged - Analysis of documentation and feedback from key stakeholders indicates that the project's duration, activities and resources were sufficient to achieve project objectives - The project sufficiently created value related to cross-cutting issues (gender balance, the environment, minorities, needs of persons with disabilities)	
<b>2.3 Efficiency</b>		
Was the project budget designed and implemented in a way that allowed the project to meet its objectives?	- Analysis of financial and other information indicates that the budget was designed and implemented to meet project objectives	- Project documents (grant application, reports, etc., in particular financial and activity reports)
Was the project implementation efficient, cost-effective and financially accountable?	- Analysis of financial and other information shows that project implementation was efficient, cost-effective and financially accountable	- Stakeholder and other external reports and documentation
How well are outputs achieved and how did they contribute to the intended results?		- EU personnel - Project managers and staff



Evaluation Questions	Indicators	Sources
How effectively did Partner Contribution/Involvement function (Steering/Coordination Committee and partner cooperation)? Have all partners been able to make their financial and/or human resource contributions?	<ul style="list-style-type: none"> <li>- Outputs were achieved in accordance with the plan and contributed to the intended results</li> <li>- The Steering/Coordination Board for the project was established and active throughout the project (if relevant)</li> <li>- Cooperation with key stakeholders is evidenced by stakeholder involvement in the project activities</li> <li>- Partners' financial contribution has been obtained according to the agreements</li> </ul>	<ul style="list-style-type: none"> <li>- Key stakeholders</li> <li>- Beneficiaries</li> <li>- Steering/Coordination Board Minutes</li> </ul>
<b>2.4 Impact</b>		
What were the direct and indirect impacts of the project on the Government and on beneficiaries?	<ul style="list-style-type: none"> <li>- Increased safety in the demined areas</li> <li>- Increased return of IDPs to mine-affected areas</li> <li>- Increased wellbeing in mine-affected areas</li> <li>- Increased use of demined land for business and other purposes</li> <li>- Reduced number of social assistance cases</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents (grant applications, reports)</li> <li>- Key stakeholders in the field (local communities, beneficiaries)</li> <li>- EU personnel</li> <li>- Project management team</li> <li>- Government</li> <li>- Local communities</li> </ul>
Did the project create, or is it likely to create synergies?	<ul style="list-style-type: none"> <li>- Access to housing</li> <li>- New housing and infrastructure built</li> <li>- Accessibility to the land increased (cleared roads)</li> <li>- Synergies created through shared initiatives with other stakeholders</li> </ul>	
<b>2.5 Sustainability</b>		
Did the project establish processes or systems that will continue to have an impact?	<ul style="list-style-type: none"> <li>- The project has established processes and systems that will continue to have an impact</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents (grant application, reports)</li> <li>- Key stakeholders in the field (local communities, beneficiaries)</li> <li>- EU personnel</li> <li>- Project management team</li> <li>- Government</li> <li>- Any supporting documentation</li> </ul>
Are the activities or results likely to be independently continued or built on?	<ul style="list-style-type: none"> <li>- Analysis of information obtained indicates that stakeholders are willing and able to build on the project</li> </ul>	
Have there been any policy changes that could ensure sustainability of the project or future initiatives in the sector?	<ul style="list-style-type: none"> <li>- On-going or future events and initiatives planned and conducted by beneficiaries and build on project activities and results</li> <li>- Networks, partnerships and professional relationships established during the project continue in a formal and/or informal manner, along with their coordination</li> </ul>	

Evaluation Questions	Indicators	Sources
	<ul style="list-style-type: none"><li>- Policy changes occurred which will enable sustainability of the project or future initiatives</li><li>- Project results continue to be disseminated, in particular lessons learnt and best practices</li></ul>	
<b>3. Management of the Project</b>		
Did the project/implementing organisation dedicate sufficient and adequate human resources to project implementation?	<ul style="list-style-type: none"><li>- Project activities were carried out in accordance with the activity plans</li><li>- Recommendations of the interim monitoring reports were taken into consideration and influenced project operations</li><li>- Challenges facing project implementation were identified and resolved in a timely manner</li><li>- The project management team had the resources and capacity to conduct monitoring and reporting as required</li><li>- Monitoring and activity reports were comprehensive and were prepared and disseminated as required (number, timing etc.)</li><li>- External monitoring and evaluation was enabled if required</li><li>- Relevant and regular stakeholder and beneficiary feedback was obtained</li><li>- Risks and problems facing the project were mitigated in good time and resolved in an appropriate manner</li></ul>	<ul style="list-style-type: none"><li>- EU personnel</li><li>- Project manager and staff</li><li>- Key stakeholders</li><li>- Project monitoring and other reports</li><li>- Implementing partners</li><li>- Beneficiaries</li></ul>
Have previous external or internal reviews led to changes in project operations?		
Is the available monitoring information on the project progress sufficiently comprehensive and reliable to ensure the evaluation of results and the learning of lessons?		
Was cooperation with external stakeholders satisfactory and continuous?		
Did project management respond to risks and problems that emerged during the implementation of the project in an appropriate manner?		
<b>3. Lessons learned</b>		

Evaluation Questions	Indicators	Sources
What are the key lessons learned related to the design and implementation of the project (project financing, duration, partner requirements, co-financing requirements and models, partners' cooperation)?	-	<ul style="list-style-type: none"> <li>- Project manager and staff</li> <li>- Key stakeholders</li> <li>- Project monitoring and other reports</li> <li>- Implementing partners</li> <li>- Beneficiaries</li> </ul>
What are the key lessons learned related to impact on target beneficiaries?		
What are the key lessons learned related to co-financing mechanisms and sustainability of the projects?		
What are the key lessons learned related to policy and strategic framework (obstacles in achieving the sector objectives)?		
What are the key lessons learned related to coordination with the government institutions?		

## Annex 3 – Scope of the evaluation

### The Programme Mine Action and Ammunition Destruction

The 18 projects of the Programme amount to a total budget (EU support) of 19,630,607 €. See following table:

Contract no.	Implementing organisation	Start-End date	EU support €	%/TOTAL	Type/Subject	Status
IPA 2007 2009/227-388	Stop Mines	11/12/2009- 11/4/2012	1,499,198	8%	Mine Clearance and Technical Survey	Finished
IPA 2008 2011/260-672	UEM	17/02/2011- 17/08/2012	697,169	4%	Mine clearance and technical Survey	Finished
IPA 2008 2010/259-783	Posavina bez Mina	10/01/2011- 10/6/2012	190,018	1%	Mine Risk Education	Finished
IPA 2008 2011/260-793	Pro Vita	16/02/2011- 16/10/2012	699,994	4%	Mine Clearance and Technical Survey	Finished
IPA 2008 2010/237-127	Union Auto	10/05/2010- 1/12/2012	237,410	1%	Supplies for support to BHMAL, Vehicles	Finished
IPA 2008 2010/237-211	Q&T	28/05/2010- 27/04/2012	35,960	0%	Supplies for support to BHMAL, Notebooks	Finished
IPA 2008 2010/237-498	Nota Bene	25/05/2010- 25/05/2012	41,000	0%	Supplies for support to BHMAL	Finished
					Personnel Protection	
IPA 2008 2010/251-254	Danish Management	07/2010- 7/3/2011	35,100	0%	GIS training	Finished
IPA2011 2012/311157	ASB	31/12/2012- 31/01/2015	1,000,000	5%	Mine Victim Assistance	On going
IPA2011 2012/310576	BHMAL	21/12/2012- 21/12/2015	1,200,000	6%	Land Release Project	On going
IPA2011 2012/311179	Posavina bez Mina	31/12/2012- 30/11/2014	300,000	2%	Mine Risk Education	Finished
IPA2011 2012/311178	Doking	28/12/2012- 30/10/2014	1,125,000	6%	Mine Clearance And Technical Survey	Finished
IPA2011	Demira	28/12/2012-	915,312	5%	Mine Clearance	Finished

Contract no.	Implementing organisation	Start-End date	EU support €	%/TOTAL	Type/Subject	Status
2012/311166		31/12/2014			and Technical Survey	
IPA2011 2012/311180	UEM	28/12/2012- 30/09/2014	1,050,000	5%	Mine Clearance and Technical Survey	Finished
IPA2011 2012/311185	Stop Mines	28/12/2012- 31/11/2014	1,125,000	6%	Mine Clearance, Survey, Land Release	Finished
IPA Total			10,151,1161			
IFS2009  2008/162-944	UNDP	18/12/2008- 19/03/2010	2,720,000	14%	Small Arms Control, Ammunition Destruction Phase I	Finished
IFS2009  2009/227-825	UNDP	18/12/2009- 31/12/2011	2,086,000	11%	Small Arms Control Ammunition Destruction Phase II	Finished
IFS-RMM 2013 2013/319000	UNDP	31/05/2013- 31/07/2016	4,604,830	23%	Ammunition destruction,	On going
IFS total			9,410,830			
<b>TOTAL</b>			<b>19,561,991</b>	<b>100%</b>		

### The Sample Project Selection

The detailed selection was made following an initial screening of all projects from the programming and is based on the projects' relevance to the following **selection criteria**:

- *Action location*

Bosnia and Herzegovina is a compound state and consists of the Federation of Bosnia and Herzegovina (51% of the territory), the Republic of Srpska (49% of the territory) and Brcko District. The evaluation aims to analyse mine action activities in all three territorial units.

- *Size of funding*

For the project selection, preference has been given to big projects (1,000.000 € or above). This should allow a better identification of impact both a project and programme level.

- *Stage of implementation*

The distribution of programmes and types of contract/projects are presented in table above. The single IPA 2007 project and the seven IPA 2008 contracts are finished. According to the list the seven IPA 2011 contracts are on-going. However, the Team has been informed that most of them are complete as of the end of 2014 or are expected to be extended by some months into 2015, due to the presence of remaining funds. The Mine Victim Assistance contract managed by ASB and the Land Release contract managed by BHMAC will continue into 2015. Of the three IfS-supported contracts, only the EXPLODE project is on-going and has been extended to 2016 due to the need for flood response.

In order to properly assess effectiveness, impact and sustainability preference has been given for projects that have been (recently) completed.

- *Complexity of intervention and type of instrument*

Besides the "classical" Mine Clearance and Technical Survey projects, additional projects with innovative approaches have been launched in the recent years. The evaluation sample will consider all intervention types currently represented in the Programme.

#### Proposed Sample

Out of the total 18 projects, eight projects have been selected as the sample, representing 54% of the total programme allocation (five completed and three on-going projects). The average project size is above 1,000,000€. Geographical division of the assistance, as well as the variety of intervention types has been appreciated as well.

The sample approach will distinguish between projects for in-depth analysis (six projects) and projects evaluated in less detail. The in-depth sample comprises projects that are significant from the demining and social economic point of view and are considered representative for the character of the Programme, thus allowing extracting findings and conclusions that are considered representative at Programme level.

In addition to the in-depth analysis, two additional projects will be reviewed as a way to complement the evaluation of the core projects. This should add value to the finding process of good practices, lessons learned, good implementation mechanisms and other aspects relevant to the Programme performance.

Furthermore, the Evaluation Team will illustrate key points and situations through small case studies. These case studies will focus on examples of "success stories" or "lessons learnt" and will consist of a collection of specific practices, reproduction of models and systems, quotes from interview participants, analysis of specific events and/or direct observations.

Accordingly the sample of projects is presented in the table below:

Programming year contract	Project title	Contractor	Budget €	Implementation status	Geographical location	Complexity, type of intervention
<b>In-depth analysis</b>						
IPA2011 2012/311157	Mine Victim Assistance	ASB	1,000,000	ongoing	Federation of BiH, Republika Srpska and Brcko District according to the BHMAL priority list	Mine victim assistance - only project of this type.
IPA2011 2012/310576	Land Release	BHMAL	1,200,000	ongoing	Federation of BiH, Republika Srpska and Brcko District according to the BHMAL priority list	Land release - only project of this type. The contract performance is coordinated with the four Mine Clearance and Technical Survey contract of IPA 2011. The project is very important with respect to the improvement of the speed of demining and reaching the goal of the Ottawa convention
IPA2011 2012/311179	Mine Risk Education (MRE)	Posavina bez Mina	300,000	finished	Federation of BiH, Republika Srpska and Brcko District according to the BHMAL priority list	Posavina bez Mine is the only organization, which has conducted MRE. Besides the IPA 2011 MRE contract, the organization has also performed MRE contract under the IPA 2008.
IPA2011 2012/311185	Mine Clearance and Technical Survey (MCTS)	Stop Mines	1,125,000	finished	Federation of BiH, Republika Srpska and Brcko District according to the BHMAL priority list	MC&TS - most representative type in the programme.
IPA2011 2012/311180	MCTS	UEM	1,050,000	finished	Federation of BiH, Republika Srpska and Brcko District according to the BHMAL priority list	MC&TS - most representative type in the programme.
IFS-RMM 2013 2013/319000	Ammunition Destruction (EXPLODE)	UNDP	4,604,830	on-going	BiH	Only ongoing contract of this type, UNDP has also conducted the IFS 2008 and IFS 2011 Small Arms and Ammunition Destruction contracts.
<b>Analysis in less detail</b>						
IPA2011 2012/311166	MCTS	Demira	915,312	finished	Federation of BiH, Republika Srpska and Brcko District according	MC&TS - most representative type in the programme. Demira participates in the IPA 2011 Land



Programming year contract	Project title	Contractor	Budget €	Implementation status	Geographical location	Complexity, type of intervention
					to the BHMAL priority list	Release pilot project, which is a part of the IPA 2011 MC&TS project.
IPA2011 2012/311178	MCTS	Dok-Ing	1,125,000	finished	Federation of BiH, Republika Srpska and Brcko District according to the BHMAL priority list	MC&TS - most representative type in the programme. Dok-Ing participates in the IPA 2011 Land Release pilot project, which is a part of the IPA 2011 MC&TS project

## Annex 4 – Assessment of sample projects

<b>Title of the sample project</b>	<b>Land Release Contract 2012/310576</b>
<b>Allocation</b>	1,200.000€
<b>Status</b>	Ongoing (22/12/2012-21/12/2015)
<b>Contractor</b>	Direct grant to BHMAL
<b>Design Quality</b>	<p>The intervention logic is weak. The Logframe Matrix (LFM) is still flawed, especially in the manner in which the project purpose and results are defined, especially the Objectively Verifiable Indicators (OVIs) at the result level. The originally planned timeframe of the project was realistic, but in practice it has proven hard to maintain.</p> <p>The implementation of the project would have benefited from defining relevant risks and assumptions which could have then been used to shape the activities, schedules and resource allocations. As the design recognises systematic clearance of landmines to be one of the major safety priorities in the country, selecting BHMAL to be the direct grantee was logical.</p> <p>However, more consideration should have been given to increasing the capacity of the beneficiary - both administrative and operational - by engaging external expertise and support. Other important actors within the mine action framework are not sufficiently dealt with in the project design and were not involved in project implementation.</p>
<b>Performance</b>	
Relevance	<p>A major need of the local communities and the authorities in Bosnia and Herzegovina (BiH) is to have faster and more cost-effective clearance of land from mines and its return to use. The project is addressing this need by proposing a novel approach - reducing the size of large mine-suspected areas to smaller and more precisely targeted mine-risk areas. It tackles the category III land, the forested and not easily accessible land, which in practice is the highest priority at the moment according to the number of casualties.</p> <p>The project is in line with the ratified Ottawa Convention and the BiH Mine Action Strategy 2009-2019, as well as the EC Guidelines on Mine Action 2008-2013 and the MIPD for 2011-2013.</p>
Efficiency	<p>The project has been given to an institution that had only very little experience with EU project management and procurement. The project has been unsuccessful in the management of resources - both human and financial. The activities are significantly delayed, due to the initial lack of interest in participation in the project by the internal project team and also the low internal capacities of BHMAL to deal with EC procedures. The subsequent engagement of external expertise to assist with procurement happened later than was needed.</p> <p>By June 2015, after 29 months of implementation and two extensions of the contract duration the amount spent stood at less than 350,000 € or less than 20% of the total eligible costs (less than 60% of pre-financing). Altogether five tenders for services and eight tenders for supplies have still to be procured and implemented until the project end (21 December 2015).</p>

Title of the sample project	Land Release Contract 2012/310576
	<p>Management of the various risks that have materialised during implementation has been uneven. Connection with the related operations or relevant other actors in the sectors have been made only late. Whilst the BHMAL project team has been working well above the scope of their daily duties there has been no proper leadership and no project coordination mechanism at overall level such as Demining Commission or Ministry of Civil Affairs, which would have been evidently needed to give the project an appropriate political recognition. On top of the implementation problems there has been the investigation against the former BHMAL director in 2014 which subsequently led to his arrest and suspension.</p> <p>Implementation has improved in the recent months and delayed activities have been accelerated, which has led to the delivery of several planned outputs. BHMAL called late for expert support to develop the technical standards and SOPs. Workshops on Land Release have been conducted, and Land Release SOPs are about to be finalised.</p> <p>By July 2015 major procurement for the IPA funds has been still ongoing. Certain smaller tenders have been often unsuccessful due to the lack of interest (e.g. the fuel tender for RS failed three times). Tendering of the four Lots for MCTS activities (total amount 416,000 €) has been finally launched and is expected to be finished by early September. It is still possible to complete this part but there is only one chance for tendering. In order to cope with the upcoming project end, BHMAL has requested to shorten the publication time for the tender from 50 to 30 days. By the cut-off date of this evaluation, this has been likely to be approved. This pilot tendering might set up the procurement model for the future in case the BHMAL would be endorsed to procure EU-funded MCTS activities directly. At the moment it seems that the project will have certain savings however the amount cannot yet be estimated yet.</p>
Effectiveness	<p>The real purpose of the project, which differs slightly from the one stated in the LFM, is to enhance the overall capacity of BHMAL to successfully conduct the land release operations in the category III of land and linked to this the outcomes should be: modernised demining regulations and SOPs; operational capacity of the BHMAL staff improved and the selected pilot areas of mine-suspected land released. A revision of the BiH Standards is ongoing. Although some progress has been made in the last few months, it is not fully evident yet that this all remaining activities (particularly ongoing tendering) can be successfully completed within the extended timeframe. The Land Release process has been recently expanded from the four pilot Regional offices to all eight Regional Offices. BHMAL relies mostly on its own limited capacities in rolling out the new methodology.</p> <p>More positively, those areas selected for treatment and release have been treated and piloted as planned by the four selected NGOs, however no BHMAL certificates have been issued yet. The treatment of the rest of the area (amounting in total to 70 km<sup>2</sup>) is ongoing.</p>
Impact	<p>Full impact can only be expected if implementation improves significantly. Ultimately, if the new methodology is developed by the project and taken on board by the beneficiaries, it would contribute to part on a safer environment for citizens. Impact in the context of socio-economic development cannot be expected to be significant, since the project is dealing with terrains of category III, which has limited economic potential. It is unlikely that further demining will lead to additional resettlement of people in any significant numbers. The direct impact of the project will be local and most visible in the impacted communities who have been made able to use the released land. Without a comprehensive roll-out of the pilot model, wider impact of the project will be small given the number of mine-contaminated areas in the country.</p> <p>In line with the Land Release concept, the BHMAL envisages also a change in the prioritisation approach, by moving from individual project priorities to the recognition of mine suspected areas.</p>
Sustainability	The financial sustainability of project results is not very strong, although reportedly it should be possible to secure the budget for

Title of the sample project	Land Release Contract 2012/310576
	continuation of use of the new approach from State sources if the project proves to be an important strategic advancement. The needed involvement of other demining actors in rolling out the project results would largely depend on the capacity of BHMAL and on the strategic leadership of the Demining Commission and/or the Ministry of Civil Affairs.
<b>Project Management</b>	<p>Donor coordination and support is still required to a large degree since the gap between the needs and the budgetary capacities in the country is huge. The overall strategic communication and donor coordination remains weak. The Demining Commission does not possess a sufficient level of strategic leadership and coordination on mine action issues in the country.</p> <p>As pointed out above, the project has been initially poorly managed by BHMAL. However, ownership of BHMAL to the project outcomes has somehow improved and it is likely that the new methodologies devised for Land Release will continue to be utilised in the future, especially given the central role of BHMAL in the mine action arena.</p>

<b>Title of the sample project</b>	<b>Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-180</b>
<b>Allocation</b>	1,050,000 €
<b>Status</b>	Finished (01/02/2013 – 31/12/2014)
<b>Contractor</b>	NGO UDRUZENJE ZA ELIMINACIJU MINA - UEM
<b>Design Quality</b>	The intervention logic for the demining component is relatively straightforward which is reflected in the grant project proposal (Description of the Action) and the LogFrame. Despite the discrepancies in formulation the overall intervention logic is relatively clear and activities, outputs, results and Project Purpose are well connected. The demining activities are very technical and so is also the design of the Component 1. The Component 2 (socio-economic measures) is left broad and supports innovative approaches.
<b>Performance</b>	
Relevance	<p>Economic development of BiH is severely obstructed by mine/UXO pollution and dependant of progress in clearance. Final beneficiaries are various social economic groups in BiH, especially those who live in mine polluted areas. They face these problems on daily basis.</p> <p>Landmines obviously prolong poverty and greatly obstruct sustainable development.</p> <p>The project responds fully to the needs of the target groups which are the mine contaminated communities in BA in accordance with the priority lists of the BHMAL, acting as the key state responsible body concerning anti-mine actions, and the criteria of provision of conditions for return and sustainable socio-economic development.</p> <p>The ultimate final beneficiaries of this project, local population in mine/UXO risk areas that are particularly landowners, agricultural workers, forestry industry workers, hunters, collectors of medical herbs and forest fruits, mushrooms and so on, are now free to use their land and infrastructure and can feel safe in vicinity of their homes.</p> <p>The second objective was to help local residents to start agricultural activities on cleared areas.</p> <p>Target regions of the project comprised the area of Mostar (Vranjevići and Svarčići near Blagaj), Hadžići Municipality, Trnovo Municipality and the area of Brčko District.</p>
Efficiency	<p>The project had to manage a combination of financial input from two different sources: EU (90%) and local co-finance (10%). UEM identified two Municipalities which provide co-financing and one specialised NGO (ECO-LINE) for implementing project activities in line with local development priorities. The partnerships were well defined by individual Memoranda of Understanding. The local communities benefited from a partner NGO who has specialised experience since it is economy-oriented and focused on sustainable development.</p> <p>The actual demining work progressed as planned until May 2014. During the floods in May 2014 maximum and urgent support was given to the affected population in order to remove mine risk and to enable traffic communication with affected population.</p> <p>Large quantities of mines found in certain technical survey tasks led to changes in type of mine actions in which parts of the task of Technical survey crossed into the clearing.</p> <p>Unforeseen activities caused by bad weather and flooding which led to intermittent operation of demining teams with the unplanned rests and breaks and thus led to the need to extend the contract for additional three months.</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-180
	<p>In the pilot project of BHMAT targeted technical survey of MSP Podveležje were engaged three manual demining teams at the same time with ongoing management operations conducted by Operational officers and Project managers.</p> <p>In total a surface of 1,129.246 m<sup>2</sup> was cleared (752,900 m<sup>2</sup> technical survey; 376,346 m<sup>2</sup> clearance); 230 mines and 181 UXO were found and destroyed.</p> <p>ECO-LINE Mostar explored possibilities for organic farming, certification and procedures, feeding and irrigation agricultural crops, protection of crops on organic principles, procedures and standards for good agricultural practices. Also they assisted in the establishment and registration of local associations, cooperatives and business organisations in agriculture.</p>
Effectiveness	<p>The project was effective. With total 376.345 m<sup>2</sup> cleared and 752.900 m<sup>2</sup> technically surveyed and by removing of 230 different mines and 181 UXO, the UEM project slightly improved the overall mine situation in the country. The project reduced the total danger area in BiH and helped local residents, beneficiaries and target groups to go back to their home or to use their land and roads safely.</p> <p>During the demining actions ECO-LINE made a survey of agricultural situation in those regions and provided solutions for local residents in organic and similar production. Food producers were educated for instance in the introduction of standards to organic production, and agriculture production and marketing. In this respect also cooperation and coordination between the affected local communities was strengthened.</p>
Impact	<p>The project results contribute to the realisation of the BiH Mine Action Strategy 2009-2019. The humanitarian demining and its supported mine actions provided positive socio-economic effects and best practices for each of the targeted communities by providing favourable surrounding and means for steady income to vulnerable groups.</p> <p>The socio-economic measures overall contribute to sustainable resource management, to an adequate living standard for the affected rural population and to the transformation of rural areas into attractive places for living and working, with equal opportunities for all.</p>
Sustainability	<p>The economic, financial and political situation in BiH provides less than an optimal financial viability for the demining sector.</p> <p>A significant financial gap continues to exist between the actual needs for mine actions and the capacity of the country to maintain the required pace of demining in line with the BiH Mine Action Strategy. The State budget covers only those demining activities conducted by the armed forces of BiH and by the civil protection. The majority of municipalities still remain rather passive. Some are willing to participate with co-financing, but rarely they are seeking financial sources for the realisation of own demining projects. The local representatives confirm that they lack funds, but namely they also lack the pro-activity and awareness on where to obtain funds in order to help their communities.</p> <p>International donors and domestic funds are not sufficient to allow a long-term sustainability of the demining NGOs despite their extensive expertise and competitiveness.</p>
<b>Project Management</b>	<p>The demining activities were jointly agreed by EUD and BHMAT. Prioritisation was based on annual work plans taking into account different criteria. Priority is usually given to high risk communities. Gaps in the current prioritisation system have been noted by all sides and prioritisation could be improved by a better feedback from the BHMAT to the local communities once the annual prioritisation lists are finalised.</p>

<b>Title of the sample project</b>	<b>Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-185</b>
<b>Allocation</b>	1,125,000€
<b>Status</b>	Ongoing (28/12/2012-30/09/2015)
<b>Contractor</b>	NGO STOP MINAMA - STOP MINES
<b>Design Quality</b>	<p>Risks and assumptions have been appropriately recognised. The first and utmost requirement in demining is to well analyse and define the assumptions and risks on the ground and to develop a risk management strategy for the demining site. The obligatory risk management procedures are prescribed by the BHMAL in the Standard Operative Procedures (SOP) and have to be strictly respected.</p> <p>The expected results indicators are well defined, while overall objectives and specific objectives do not have sufficient indicators to measure results. The project design has been fully supported by all stakeholders, including BHMAL, targeted municipalities, and final beneficiaries. Activities under Component 2 have been utterly demand-driven and beneficiaries have been involved in design and implementation.</p> <p>The project proposal anticipates 60 locations in BiH, providing demining of 1.450,000 m<sup>2</sup>, including 450.000 m<sup>2</sup> by clearance methods and 1.000.000 m<sup>2</sup> by technical survey method.</p>
<b>Performance</b>	
Relevance	<p>The project objectives are fully in compliance with the BA Mine Action Strategy 2009-2019, which targets the "mine-free BiH by 2019". The project is also in line with the BiH strategic directions concerning the stabilisation and return of refugees and displaced persons, as well as the economic and social development and environmental and natural resources protection.</p> <p>The project is a response to the needs of the target groups which are the mine contaminated communities in BiH in accordance with the priority lists of the BHMAL, acting as the key state responsible body concerning anti-mine actions, and the criteria of provision of conditions for return and sustainable socio-economic development.</p> <p>The Mine Action Strategy for BiH defines mine action as "a group of activities that aim to resolve consequences of mine and UXO contamination," for the purpose of re-establishing "safe environment in mine and UXO contaminated areas, while ensuring normal living and economic development of population."</p> <p>The current model of priority setting is based on the Law on Demining (2002) and represents a combination of a top-down and bottom-up approach, also being subject to survey by the BHMAL and analysis of compliance with the prioritisation criteria.</p> <p>In reality, there is no uniform and public list at the State level which would define the order of precedence of mine action priorities. Involvement of the impacted communities in mine action priorities settings is still weak and lacking clear criteria. The priority setting is mainly directed towards a humanitarian or urgent aspect of demining where the safety of population or enabling of return are still treated as a key element, while the aspect of socio-economic development remains a less important issue.</p> <p>Concerning socio-economic development, the LMAD Coalition organised a conference titled "Development of Mine Affected Communities and Challenges of Civil Society 2009-2019" held in Sarajevo in June 2010. The project is linked to the findings of the conference. In line with the conclusions of the conference, the guidelines for grant applicants for the project partners invite local communities to identify priorities. Key support was provided to agriculture, cattle breeding and water supplies systems which all are</p>



Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-185
Efficiency	<p>relevant to the communities' needs.</p> <p>Overall coordination and cooperation of the demining NGOs with BHMAL is established for years. Clear guidelines are produced beforehand by the BHMAL and agreed with the EUD as concerns the selection of demining areas. The selected areas must comply within the overall BHMAL plan of priorities in order to support the achievement of the BiH Mine Action Strategy.</p> <p>The project has to manage a combination of financial input from two different sources: EU (90%) and local co-finance (10%). NGO Stop Mines has been offering a full partnership to interested Municipalities in order to implement socio-economic measures in return for their share of co-finance. By doing so, the Municipalities have been able to combine the allocated demining and development funds and can use them fully in line with their demining and socio-economic priorities. The Contractor, acting as a lead partner, has been providing complete technical and administrative support. The financial mechanism and activities have been clearly defined by individual contracts/memoranda signed with the municipalities.</p> <p>The socio-economic development programme contracted with the Municipality Novi Travnik has been purchasing 19 greenhouses. The final users were determined by the Municipality after open selection procedure. In total 19 users have received support worth 19.487 KM.</p> <p>The socio-economic development programme contracted with the Municipality Rogatica ensured the construction of water tank capacity 50 m<sup>3</sup> in the local community Stjenice. In total more than 2.000 users are benefitting from the support worth about 35.000 KM.</p> <p>In Jajce 5 dairy cows, 2 dairy goats and 1 greenhouse has been purchased. In total eight users received support worth about 15.000 KM.</p> <p>In Orašje the purchase of 500 kg volume box-pallets for fruit has been made. There are nine users which received 144 box-pallets in the total value of 14.993 KM.</p> <p>In Šamac support to establishing a plant of industrial willow has been supported. In total eleven users received support worth about 20.000 KM.</p> <p>In Tešanj a local road has been reconstructed in a length of about 1000 m worth about 40.000 KM. In total more than 200 users are benefitting from the support.</p> <p>Initially the project document envisaged cooperation with the NGO Posavina bez mina, however during the implementation Stop Mines and Posavina bez mina decided that the cooperation was not necessary.</p>
Effectiveness	<p>A considerable amount of the mine-suspected area has been reduced through technical surveys and effective clearance (Total 1,566,060 m<sup>2</sup>); 213 mines/58 UXO have been found. Modern and reliable equipment has been used which enables the operations to be safely conducted according to SOP. Also, the demining capacities of the Contractor in terms of project management skills, quality of demining operations and improvement of technical resources for demining have been strengthened. The quality assurance of the Contractor combined with the regular BHMAL quality assurance in the field contribute to a strong confidence of the foreseen users of the demined land. The quality of the results achieved so far including a safe living and working environment for the people in the demined areas is deemed satisfactory.</p>
Impact	<p>In terms of visible direct impact, the completed demining directly improves life of the concerned people. The reduction of mine suspected areas create significantly safer living conditions for those citizens which have to live in the contaminated area.</p> <p>Demined agricultural land provides often the local community with some basic existence, notably in areas where farming is the exclusive type of employment. The key value of the implemented socio-economic measures is to contribute to community</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-185
	<p>development and to preferably generate some sustainable income sources.</p> <p>The medium and long-term impact will be achieved once the demining process is followed by the implementation of all needed socio-economic development measures. In the long term, a safer environment will positively reflect on the economic development and will contribute to stability at all levels.</p> <p>In the Orasje Municipality, beneficiaries confirmed increased marketability of the products and timely sales due to packing for the apples (in previous years buyers had stronger negotiation power and could reduce the price of apples since the fruit producers did not have adequate packaging).</p> <p>Purchase of the cattle for small owners ensures basic income for families, while the road and water tank construction enhance socio-economic status in the supported municipalities.</p> <p>Increased interest of the municipalities related to demining and socio-economic development is noted.</p>
Sustainability	<p>Overall, the preconditions for the BiH Mine Action Strategy 2009-2019 were envisaged to be achieved already in 2008 as concerns amendments to the BiH Demining Law and continuous funding through State budgets and establishment of the BiH Demining Fund. However, amendments to the Law and establishment of the Fund have still not materialised.</p> <p>The economic, financial and political situation in BiH provides less than an optimal financial viability for the demining sector.</p> <p>A significant financial gap continues to exist between the actual needs for mine actions and the capacity of the country to maintain the required pace of demining in line with the BiH Mine Action Strategy. The State budget covers only those demining activities conducted by the armed forces of BA and by the civil protection. The majority of municipalities still remain rather passive. Some are willing to participate with co-financing, but rarely they are seeking financial sources for the realisation of own demining projects.</p> <p>International donors and domestic funds are not sufficient to allow a long-term sustainability of the demining NGOs despite their extensive expertise and competitiveness.</p> <p>The small assistance in socio-economic development has limited sustainability due to the scope of the assistance. The producers need more comprehensive support to plan, produce and market their products.</p> <p>Increased interest of local governments in co-financing and allocation of funds for demining can be noted (Novi Travnik and Jajce).</p>
<b>Project Management</b>	<p>At contract level, the project has been administratively followed and closely monitored by the EUD Programme Manager. The Contractor appears to be very experienced in dealing with contractual procedures of different donors, including the EC. The project management approach had its weaknesses due to higher priority given to demining activities by the Contractor.</p>

<b>Title of the sample project</b>	<b>Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-166</b>
<b>Allocation</b>	915,312€
<b>Status</b>	Finished (01/02/2013-31/12/2014)
<b>Contractor</b>	NGO DEMIRA
<b>Design Quality</b>	<p>The contract implemented by DEMIRA was one of six demining actions supported under IPA 2011. The project was one of four projects under Lot 1 "Demining". Moreover, this project participated in the IPA 2011 Land Release pilot project.</p> <p>The project was mostly of a technical (demining) nature but included a small development component, an innovative feature that was introduced with IPA 2011. The focus on vocational training for young unemployed people from rural areas is a highly appropriate approach.</p> <p>BHMAC and EUD were involved in the general design process, while the Contractor and its Partner NGO applied to the call of proposals, taking their specific project design from that stage onwards.</p> <p>The overall intervention logic of the project is in compliance with the needs of the demining "sector and the more specific needs of beneficiaries in the target region. Overall Objective, project purpose and planned activities are sufficiently presented. Risks and assumptions were well identified. The envisaged resources respond to the desired achievements.</p> <p>As concerns the socio-economic development component the project documents are characterized by insufficient clarity on the intended activities and on the partner roles. Apparently, project planning was carried out in some isolation where each partner developed its own component rather independent from each other.</p>
<b>Performance</b>	
Relevance	<p>The project is one of several EU funded actions under IPA 2011, aiming at the reduction of landmine threats in BiH. High relevance of the project is confirmed taking into account that BiH is still one of the countries in the world with the highest density of landmines and UXO.</p> <p>The combination of (classical) demining and socio-economic activities at local level is an appropriate intervention approach.</p> <p>The revised Mine Action Strategy for BiH for the period 2009-2019 is the basic document for the planning and implementation of humanitarian demining operations and other mine action components. In order to overcome the mine threat solutions have to be implemented as outlined by the Strategy. The BHMAC is developing the operational plans in compliance with the Strategy.</p> <p>Further policy reference can be given to the Mine Ban Treaty (referred to as the Ottawa Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction). Under Article 5 of the Mine Ban Treaty (and in accordance with the 10 years extension request granted in 2008), BiH is required to destroy all antipersonnel mines in mined areas under its jurisdiction or control as soon as possible, but not later than 1 March 2019.</p> <p>Clearing the land brings direct benefit to refugees, displaced people and returnees whose resettlement - as one of the EU priorities - can be encouraged by demining, thus providing safer homes and access to agriculture land and local infrastructure.</p> <p>The socio-economic activities are also linked to the EU Youth Strategy which underlines the role of youth work in fighting youth unemployment and social exclusion. Reference is made to the policies such as Youth Law of the Federation of BiH, Analysis of the Institute for Social Science Research ISSR 2009 and "Youth Policy of Republika Srpska". At the local level, the project is linked to</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-166
	<p>the Youth Strategy of the Municipality of Zvornik which emphasises youth entrepreneurship. The project is also taking cross cutting issues in consideration such as needs of returnees (Krizevici, Osmaci and Sapna municipalities). The gender balance is more evident in the agricultural activities, while the carpentry was mainly chosen by mail participants.</p> <p>The target group concerning the part of socio-economic measures were youngsters up to 30 years old with completed primary or secondary school but no learnt profession, registered at the local labour office with a focus on girls and young women in rural areas of the municipalities of Tuzla, Zvornik and Sapna. Education workshops for these young people, focusing on agriculture and carpentry were at the core of the socio-economic measures.</p> <p>The EC BiH Progress Reports makes regular reference to the situation with regard to landmines, where the implementation of the BiH Mine Action Strategy is behind schedule. To meet the goal of clearing the country of mines by 2019, fundraising responsibilities, administrative and management capacity and coordination of demining measures would need to be addressed. This also confirms the high relevance of the project.</p>
Efficiency	<p>Implementation started at the beginning of February 2013 and ended in August 2014. Floods in May 2014 and ongoing bad weather situation was difficulty for implementation and led to an extension of the contract.</p> <p>All partners directly involved into project implementation showed adequate capacities to deliver all project activities, in terms of resources and technical skills. The two implementing Contractors had extensive experience in their domain of work: DEMIRA in demining and the IPAK in implementing socio-economic activities in rural areas. The Contractors ensured that all obligatory co-financing was made available in time.</p> <p>Local municipalities were fully involved in the selection process for those locations where demining and socio-economic activities were finally carried out.</p> <p>15 individual demining actions with a total cleared area of 877,191 m<sup>2</sup> were delivered. In addition there were two surveys which allowed covering an area of around 68,000 m<sup>2</sup>. The surveys were connected to the floods that occurred during May 2014.</p> <p>Concerning the socio-economic activities, participants (young people) were selected in cooperation with (youth) organisations and trainers envisaged to lead the later workshops. The education workshops started in May and ended in August 2014 with an additional cycle for each of the educative components. In total 125 participants took part in vocational training with 63 in agriculture and 61 in wood processing, while in marketing and business plan 104 participants. The quality of the obtained training was seen as high and useful. Moreover, a youth cooperative for income generation and 8 greenhouses were established.</p> <p>Regarding the socio-economic component, most of the activities were carried out within the planned timeframe (carpentry and agricultural training). An exception was the activity related to the establishment of the cooperative. The IPAK training activities suffered from transport issues. Most of the training participants live in remote villages with no transport available. Thus, the project needed to provide transport from different locations.</p> <p>Demira was in charge of procurement since IPAK had difficulties with VAT administration since they are not within the VAT system. The coordination between Demira and IPAK was not strong. Meetings were held once in two or three months whilst phone and email were the prevailing communication tools.</p> <p>Demira managed a socio-economic development segment of greenhouses for the high schools in the Orasje area. The schools use the greenhouses for agricultural practice for the students and also create small income for the schools. The director, teacher and students confirm the benefits of the project.</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-166
Effectiveness	<p>The demining results were well achieved (planned: 800,000 m<sup>2</sup> and 80 young people trained). 877,191 m<sup>2</sup> of land was cleared of mines and 68,000 m<sup>2</sup> were technically surveyed. The quality of demining was assured by standardised procedures and certified through BHMAL.</p> <p>Also the socio-economic activities were well received. The quality of training was assessed on quarterly basis together with the trainees to assess the progress and satisfaction with the training curriculum. The number of trainees exceeded the plan (planned 80, enrolled 125). The schools and youth centre effectively use seven greenhouses granted through the project for education and generating income, whilst the 8<sup>th</sup> granted greenhouse was provided to the trainees (based on the social criteria and level of interest in the training). The ecological seminars were of interest to the furniture producers since they were in line with new legislation and trends in furniture production without harmful products.</p> <p>However, the intended cooperative was not established even though the preparatory administrative work was finalised due to lack of interest of beneficiaries. The curricula for vocational training in wood processing and agriculture are comprehensive and interactive and provide practical learning for youth.</p>
Impact	<p>The project clearly contributed to the desired impact as it gradually removed the threat of mines and UXO from the agreed locations.</p> <p>The project also contributed to the implementation of the revised Annex VII return implementation strategy of Dayton Peace Agreement related to the improvement of the security of returnees.</p> <p>The socio-economic activities focused specifically on youth in rural areas and thus on the fight against unemployment and migration. In a region with unemployment rates of 55% any initiative is welcome. The production and selling of greenhouses and carpentry products should help to generate more stable incomes and economic recovery. The full benefits of the vocational training should materialise when the acquired knowledge can be gradually put into practice.</p> <p>Direct impact created by the IPAK activities is 13 employments from the trainees in 2014. The greenhouses allocated by Demira provide practical education to 80 to 100 students per year and generate income used by the schools for further strengthening of the school curriculum. The IPAK greenhouse is used for training purposes in the youth centre.</p> <p>As concerns indirect impact, seven trainees in wood processing are utilised as trainers for youth groups on other projects. The eco production seminar enabled participants to manufacture wooden products in a more environmentally friendly manner using eco-friendly materials.</p>
Sustainability	<p>The greatest challenge for the project was to ensure the necessary local financial contribution and to link the project to the local policy. Since there is no institutionalised or centralised system that would safeguard this, it was left with the Contractors to ensure the co-financing and to establish cooperation with the municipalities. In a way this proved the local ownership and ensured a better sustainability of results.</p> <p>There is no central (State) budget for demining. BHMAL manages purely technical issues and could not do more in the current set-up. Insufficient State funding is the key weakness for a sustainable implementation of the BiH Mine Action Strategy.</p> <p>Projects like this were vital in providing not only funding, but also confidence to municipalities, that are not left alone.</p> <p>IPAK continues to work on vocational training and youth employment projects and plans to continue efforts on cooperative establishment on other projects.</p> <p>The six green houses in high schools are utilised for school practical training and can maintain this use for a number of school generations in the Orasje area.</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-166
	<p>The income from the IPAK greenhouses is used to buy new seedlings for the forthcoming season ensuring sustainability of production. The employed trainees (13) entered the labour market which ensures not only their income but increase employability due to the gained experience.</p>
<b>Project Management</b>	<p>Mine action in BiH is based on a coordinated effort of donors, including the EU, of State and technical bodies, and of the local implementing organisations.</p> <p>At the State level, the Demining Law regulates the Demining Commission (a part of the BiH Ministry of Civil Affairs) as a central body responsible for the long-term conduct of mine action activities and the removal of mine danger in BiH. The BHMAC is its technical body. It has a central and two main offices (Sarajevo and Banja Luka) and eight regional offices established across the country allowing operational activities to be carried out locally. Their main tasks are survey, location and marking of suspected areas, database inputs and quality assurance of humanitarian demining tasks.</p> <p>The new Law on Demining proposes many changes but is under preparation since a couple of years. The demining "sector" works well at the purely technical level but implementing the related overall Strategy remains a permanent challenge and does not seem to be successful, as concerns achieving the ultimate goal – a mine free BiH by 2019.</p> <p>The project faced challenges in partner coordination and cooperation. The quality of the progress reports was not satisfactory and did not provide full information on the activities and project progress.</p> <p>The payments of Demira to IPAK were delayed and at the time of evaluation IPAK confirmed that there has been still an outstanding payment.</p>

<b>Title of the sample project</b>	<b>Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-178</b>
<b>Allocation</b>	1,125,000€
<b>Status</b>	Finished (01/02/2013-31/12/2014)
<b>Contractor</b>	NGO DOK-ING DEMINIRANJE
<b>Design Quality</b>	<p>The contract implemented by Dok-Ing was one of six demining actions supported under IPA 2011. The project was one of four projects under Lot 1 "Demining". Moreover, this project participated in the IPA 2011 Land Release pilot project.</p> <p>The project was mostly of a technical (demining) nature but included a small development component. Ensuring the local contribution and ownership was vital because the project was planned to cover the overall priorities for several local communities, without a having a functioning link to the central level in BiH.</p> <p>The project was implemented on the basis of the provisions of law and regulations of the Mine Sector of BiH by an accredited NGO that was awarded with a contract following a call for proposals. The project envisaged to cover 1.1 km<sup>2</sup> of the territory (70% by technical survey and 30% by clearance).</p> <p>BHMAC and EUD were involved in the general design process, while the Contractor and its Partner NGO applied to the call of proposals, taking their specific project design from that stage onwards.</p> <p>The logframe submitted by the Contractor as part of the application was in the main adequate. Objectives and desired results were not specifically distinguished but the underlying logic was correct. Project activities were properly defined.</p> <p>The intervention logic corresponded to the real needs. The call for proposals (and therefore the Contractor's response) set the requirements, based on the BiH Mine Action Strategy: 70% of the 1<sup>st</sup> and 2<sup>nd</sup> priority category territory to be covered by technical survey, 30% by clearance; 10% by the linked development initiative; 60% in the Federation of Bosnia and Herzegovina, 30% in Republika Srpska and 10% in the Brcko district. Resources were planned appropriately to achieve both demining and development aims.</p> <p>The socio-economic development component is integral part of the overall objective, however there are no specific objectives focused on this component.</p> <p>The socio-economic development component focuses on agriculture (orchards development) and is relevant to the country resources and priorities and in line with local development strategies. The activities in the project implementation differ from the originally planned orchards planting and were extended towards support to greenhouse development. Dok-Ing's partner Urban contributed to the project development</p>
<b>Performance</b>	
Relevance	<p>The project was highly relevant as an immediate response to the problem of landmines and UXO. These affect seriously the development in BiH. It is estimated that 2.7% of the territory is still contaminated by mines laid during the war 1992-1995.</p> <p>The project included a novelty introduced under IPA 2011: linking a small development component to demining. This was highly appreciated by all project stakeholders. The target groups recognised mine clearance and the related availability of land for safe life and development as one of their priorities.</p> <p>However, in this respect local contribution needed for both, demining and development was made obligatory. This change was</p>



Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-178
	<p>accepted by those municipalities that recognised that the project is in line with their real priorities. As a consequence, they were willing to take early ownership and to adopt a proactive approach.</p> <p>The project activities related to the socio-economic development included support to orchards development and greenhouse development. Both activities were relevant to the current local development vision and strategic objectives. The activities in Visoko Municipality relate to the other donors activities in green house development and local government training initiatives related to the vegetable production. The activities in Lopare Municipality were directly linked to the strategic direction in plum production.</p> <p>The revised Mine Action Strategy for BiH for the period 2009-2019 is the basic document for the planning and implementation of humanitarian demining operations and other mine action components. In order to overcome the mine threat solutions have to be implemented as outlined by the Strategy. The BHMAC is developing the operational plans in compliance with the Strategy.</p> <p>Further policy reference can be given to the Mine Ban Treaty (referred to as the Ottawa Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction). Under Article 5 of the Mine Ban Treaty (and in accordance with the ten years extension request granted in 2008), BiH is required to destroy all antipersonnel mines in mined areas under its jurisdiction or control as soon as possible, but not later than 1 March 2019.</p> <p>Clearing the land brings direct benefit to refugees, displaced people and returnees whose resettlement - as one of the EU priorities - can be encouraged by demining, thus providing safer homes and access to agriculture land and local infrastructure.</p> <p>The EC BiH Progress Reports makes regular reference to the situation with regard to landmines, where the implementation of the BiH Mine Action Strategy is behind schedule. To meet the goal of clearing the country of mines by 2019, fundraising responsibilities, administrative and management capacity and coordination of demining measures would need to be addressed. This also confirms the high relevance of the project.</p>
Efficiency	<p>For most of the time, the activities were implemented without delays and the funds were spent in line with progress. However, in the period from May to July 2014 due to floods the Contractor could not finish the planned objectives in time. Also, the complexity of the implementation of the pilot project Land Release within the clearance and technical survey led to a temporary slowdown of activities and the amount of work. Bad weather conditions and natural disasters contributed to the reduced daily output and led to the tasks become more difficult than before. Therefore a request for addendum was made which got approved on 22.07.2014. In order to speed up implementation, the Contractor introduced a fourth demining team and purchased new equipment (detectors, protect vests and visors).</p> <p>Both project aspects (demining and socio-economic development) required obligatory local co-financing. It was up to the Contractor to identify the municipalities which would cooperate in this way: 18 municipalities were contacted; demining was implemented in 8 and development projects in two municipalities. The Contractor ensured the availability of co-financing for inputs. Staffing for demining was arranged in line with the standardised procedures, including transparent contracting, reporting and cost effective outputs.</p> <p>The Partner NGO was involved in development projects in two municipalities (Lopare and Visoko) but much of the work with the beneficiary also in this aspect was done by the Contractor.</p> <p>The partner coordination between Dok-Ing and Urban faced several challenges in the socio-economic development component resulting in delays and challenges in work with beneficiaries. According to the beneficiaries in Lopare Municipality Dok-Ing had put additional efforts to support procurement procedure and to insure communication with Urban that showed insufficient dedication to timely delivery and implementation of the activities.</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-178
	<p>Thus, the partnership did not add value to the project and was mostly formal, in line with the requirements of the call for proposals. The Lopare municipality's co-financing for its development project was 8000 KM. Combined with the EU funding of 40,000 KM a total of 48,000 KM was used to buy young plum tree seedlings. The municipality already had such a project but lacked funding to further implement it, so the combination with the EU funds came at the right time. 20 hectares of land were covered with some completely new orchards, some old ones renewed, some existing extended, raising the households to fruit producers standards. 45 beneficiaries with over 0.5 hectares of land received the seedlings first and the rest was donated to smaller scale orchardists, achieving real value for money.</p> <p>In the Visoko municipality, 15 plastic greenhouses were donated to beneficiary families, based on social criteria. This is increased the vulnerable families' household budget and fulfilled a basic economic development purpose.</p> <p>The benefiting municipalities were selected based on tied criteria: demining priorities plus development needs/potential. The final outputs include: a total of 1.256.546.81 m<sup>2</sup> technical survey, clearance and land release was made available to the users for safe use. 414 mines and 125 UXO were found and destroyed. 15,100 plum tree seedlings (plan exceeded) covering 20 hectares of land in Lopare municipality and 15 plastic greenhouses in Visoko municipality.</p> <p>As concerns demining, a clear link between the central and local level is missing and this also affected the realisation of the project. The implementation of the overall demining priorities is done in fragments, at several local municipalities. Therefore, the Contractors have to compensate - to start by approaching the individual municipalities, by establishing cooperation and by ensuring their contribution (finance, development planning, implementation support). From these efforts that had to be invested in the current project, similar future projects are likely to benefit. The project's technical aspect (demining) was implemented without any problems, even exceeding the planned demining area. The socio-economic development aspect of the project, linked to demining, was a novelty but is also well implemented well in the two municipalities (10% of the demined area).</p> <p>There were regular coordination meetings between the Contractors and BHMAL and regular communication with the EUD. Memoranda of Understanding were signed with all benefiting municipalities, thus formalising cooperation, including the required financial contribution, which however was sometimes delayed.</p>
Effectiveness	<p>The demining results that had been planned were more than achieved. 1.256.546,81 m<sup>2</sup> of land was technically surveyed and cleared of mines. The quality of demining was assured by standardised procedures and certified through BHMAL.</p> <p>The plan with fruit trees was exceeded since the planned planting was almost doubled. 20 hectares are now equipped with 15.100 young new seedling plum trees. The owners will be able to fully benefit from those plums in 4 years, when the trees reach the full size and productivity. Among the owners there were fruit producers whose orchards were renewed or extended, which was an immediate benefit for them.</p> <p>There were also 15 plastic greenhouses delivered, seeds planted and first vegetables sold. This should provide also some income opportunities for people in the mine cleared municipalities.</p> <p>The project results both, in the area of safety and of socio-economic development are evident on the ground and much appreciated by the affected population.</p> <p>The project has contributed to the provision of cleared land and thus assisted also in the resettlement of displaced persons. Given the achievement and the quality of the results, the project removed the threat of mines from the planned area and offered some options for local socio-economic development. Safer communities with some basic economic development potential should provide benefits to their population and should also attract displaced persons, motivating them to come back.</p>

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Impact	<p>The project clearly contributed to the desired impact as it gradually removed the threat of mines and UXO from the agreed locations. It also contributed to local development in some of the mine cleared communities. The project is likely to produce socio-economic longer term effects in the two municipalities where the development projects were piloted.</p> <p>The project also contributed to the implementation of the revised Annex VII return implementation strategy of Dayton Peace Agreement related to the improvement of the security of returnees. In the longer run, completed demining and socio-economic development are expected to attract displaced people and to motivate them to return back.</p> <p>Early ownership and involvement of the municipalities in the implementing the demining and taking account of their development priorities was key for achieving local impact.</p> <p>Due to the time required for orchards maturation (four to five years), impact still cannot be measured in Lopare Municipality. However, the interest of the Municipality in supporting this area as well as current adequate upkeep of the orchards may insure economic impact on the families and on the municipality development in its plum production orientation.</p> <p>An indirect impact has been created in Visoko Municipality – due to providing green houses and income generation opportunity 14 families were unlisted from the social assistance in the Municipality.</p>
Sustainability	<p>The greatest challenge for the project was to ensure the necessary local financial contribution and to link the project to the local policy. Since there is no institutionalised or centralised system that would safeguard this, it was left with the Contractor to ensure the co-financing and to establish cooperation with the municipalities. In a way this proved the local ownership and ensured a better sustainability of results.</p> <p>In the Lopare Municipality and neighbouring local communities, there are plants for fruit drying and cooling and preservation. In addition, the Municipality plans to further support fruit processing and fruit sales through linkages with the buyers. The orchard products thus have a higher marketability once the fruit trees become productive (in three years).</p> <p>A competitive advantage is that the plums in this region come to fruition a couple of weeks early which enables higher pricing.</p> <p>The green houses installed in Visoko Municipality by Bios (greenhouse supplier) came with the agreement that Bios also offers to link the beneficiaries with the vegetables' sales market.</p> <p>There is no central (State) budget for demining. BHMACH manages purely technical issues and could not do more in the current set-up. Insufficient State funding is the key weakness for a sustainable implementation of the BiH Demining Strategy.</p> <p>The project required linking quite opposite organisations (demining contractor and local development NGO partner) into one project partnership. In this particular project, the partnership did not add much value. For the demining contractor the project was the first priority while for the Partner NGO it was not. The Partner NGO's contribution was not substantial and came later than expected. The demining contractor compensated this but would be keen to explore different kinds of partnership for future projects, e.g. direct partnership with the benefiting municipality, without involving any NGO for the development part.</p> <p>Local development strategies and capacities of local authorities to implement their strategies are uneven. Municipalities with clear development priorities, possibly already on-going implementation of their action plans are better capable to benefit from the available development options of demining projects. In such cases the project, despite its limited resources, can contribute more towards achieving sustainable results for the community.</p>
<b>Project Management</b>	<p>At contract level, the project was well managed by the Contractor and appropriately supervised by the EUD. Dok-Ing as an experienced project implementer in demining managed the project properly with a focus on results to be achieved.</p> <p>Dok-Ing provided regular quarterly reports that listed key challenges in the implementation. They also identified and implemented</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Clearance and Technical Survey Contract 2012/311-178
	<p>activities that mitigated the risks and challenges related to lack of the commitment of the partner on the project – Urban.</p> <p>The business model where the demining and socio-economic development NGO's were partners on the project did not prove to be a successful model.</p> <p>Overall, mine action in BiH is based on a coordinated effort of donors, including the EU, of State and technical bodies, and of the local implementing organisations.</p> <p>At the State level, the Demining Law regulates the Demining Commission (a part of the BiH Ministry of Civil Affairs) as a central body responsible for the long-term conduct of mine action activities and the removal of mine danger in BiH. The BHMAC is its technical body. It has a central and two main offices (Sarajevo and Banja Luka) and 8 Regional Offices established across the country allowing operational activities to be carried out locally. Their main tasks are survey, location and marking of suspected areas, database inputs and quality assurance of humanitarian demining tasks. In respect to the contract, BHMAC has performed adequately.</p> <p>The new Law on Demining proposes many changes but is under preparation since a couple of years. The demining "sector" works well at the purely technical level but implementing the related overall Strategy remains a permanent challenge and does not seem to be successful, as concerns achieving the ultimate goal – a mine free BiH by 2019.</p> <p>The demining contractors (NGOs and private companies) are experienced and their combined capacity exceeds the available funding for demining. This causes strong competition among them with drastically reduced profit margins.</p>

<b>Title of the sample project</b>	<b>Support to mine action in Bosnia and Herzegovina: Mine Risk Education Contract 2012/311179</b>
<b>Allocation</b>	300000 Euro
<b>Status</b>	Finished (01/02/2013-30/11/2014)
<b>Contractor</b>	Posavina bez mina
<b>Design Quality</b>	<p>The logframe was well designed with clear overall and specific objectives, indicators and activities.</p> <p>The Contractor faced challenges in proposal writing due to the fact that Mine Risk Education (MRE) plans developed for the municipalities by the BHMAL were not available in the project preparation phase. Only once the project was approved the BHMAL plans were shared with the Contractor and often did not match the developed project plans. However, BHMAL requires strict adherence to the developed plans which does not align with the project. For example: the plan required construction of a playground and even though the project did not plan for the construction of the playground in the affected community, BHMAL insisted on its inclusion. This caused implementation and budgetary challenges.</p> <p>The Contractor has a strong experience in MRE and has built the project design based on their previous experience including marking, training, door to door activities and puppet shows for children. The project was developed in full cooperation with the Partner Organisation Genesis.</p>
<b>Performance</b>	
Relevance	<p>The locations of many minefields are still unknown. Not all minefields were recorded at the time the mines were laid; others had records that were lost or destroyed during the war. The known mined areas still remain largely unmarked. The mountainous and heavily forested terrain makes location and clearance of minefields particularly difficult. It will be many years before the country is free from contamination.</p> <p>There is a vital need for MRE and marking of suspect areas, which aim is to reduce the number of victims and to indicate on the long term danger posed by landmines. The population continues to be at risk of fatal and serious injuries. Sustainable livelihoods, access to housing areas and farmland are denied.</p> <p>MRE and marking of suspected areas should be one of the main methods for mine risk mitigation. Due to the fact that not all People, even in high affected communities have been exposed to mine risk education campaigns, there is a need to assist affected communities in developing the approaches to reduce the risks posed by landmines.</p> <p>In 2009, a new methodology was developed for municipal mine risk assessment and planning in order to ensure that all (high, medium and low) impacted communities in the related municipality are included in the process of assessment, planning and implementation of MRE activities.</p> <p>The project is aligned with the strategic priorities defined by the BiH strategic framework and the 2009-2019 MRE Sub-strategy.</p>
Efficiency	<p>All activities were performed timely, apart from changes related to the floods from May 2014.</p> <p>The budget expenditures were within the planned budget however the project faced challenges in small purchases (material for concrete) due to VAT procedures.</p>

Title of the sample project	Support to mine action in Bosnia and Herzegovina: Mine Risk Education Contract 2012/311179
	<p>The project staff faced challenges in reaching some marking locations (inaccessible mountains and forests, bears, snakes), however they succeeded to adhere to the plan. The project staff questions the prioritization of remote and inaccessible locations. The MRE activities are treated as demining by BHMAL and thus the project faced a complex approval processes, monitoring and inspections. The BHMAL administrative procedures prescribe that even the trainers and actors in puppet shows need to undergo annual medical checks for working on MRE projects as if they were staff working on demining and marking. BHMAL general inspectors were present at the training activities and any change in dates required approval three days in advance, thus creating administrative challenges to the project.</p> <p>The ZeDo Canton Pedagogical Institute did not approve cooperation with the NGOs in schools which implementation difficult. Alternative solutions were sought and cooperation with the local communities was found as a proper alternative.</p>
Effectiveness	<p>The planned results were achieved. 170 MRE workshops for children were carried out; 12 MRE presentations/training for education of schoolteachers; and 36 MRE live, interactive puppet show performances. The number of beneficiaries targeted through the Genesis Project MRE activities include: 433 children in MRE workshops for education of children; 227 teachers in MRE presentations/training; and 2089 children in the puppet shows.</p> <p>Urgent marking in the municipalities of Pelagicevo, Knezevo, Glamoc, Bosansko Grahovo, Celic, Domaljevac Samac, Ostra Luka, Bihac and Ravno; permanent marking in the municipalities of Pelagicevo, Tesanj, Knezevo, Glamoc, Bosansko Grahovo, Celic, Ostra Luka, Bihac and Ravno was completed, together with mine risk information Billboards.</p> <p>Marking has been checked in the Celic and Domaljevac Municipalities - all billboards are in place (total 6 checked in Celic and Domaljevac area). Permanent signs in Celic area – out of 10 checked, 2 signs removed. In the Domaljevac area, out of 10 checked, all in place. According to the beneficiaries and project staff, the removal of the signage is related to the local mentality and further work on rising awareness of marking importance in some communities is required. The puppet shows were visual and created interest and understanding of mine threats. Materials for acting and drama classes prepared and handed over to schools.</p>
Impact	<p>Strong local impact on children was made through the applied puppet show, as well as through peer to peer training and curriculum development. Research findings by independent professionals confirm an increased understanding and knowledge related to MRE after the activities.</p> <p>The outcome of the project has increased safety for all population from 11 municipalities. Over 7,500 beneficiaries were reached through door to door education and workshops. 433 students received knowledge how to be peer educators. Education material was developed and disseminated to end-beneficiaries. Associations received maps with the updated mine situation.</p>
Sustainability	<p>The MRE activities carried out through school peer to peer education, curriculum development and puppet shows show strong sustainability. Peer selection (6 grade pupils) ensured that the included pupils in the project were in the school for at least another two to three years. Local associates were trained to continue MRE after the end of the project mostly through raising awareness about importance of keeping marking signs in their place and not entering suspect areas.</p>
<b>Project Management</b>	<p>The project was managed well and cooperation with Genesis was continues and constructive, by aiming at results and timely solution of emerging challenges.</p> <p>The initially planned cooperation with Stop Mines on marking activities was not carried out since the cooperation was not found necessary. However, information with Stop Mines was exchanged.</p> <p>Regular monthly reports on project progress were prepared for the BHMAL, while two reports were developed for the EUD (annual and final). Quarterly reports may be a more efficient reporting mechanism.</p>



<b>Title of the sample project</b>	<b>Socio-economic empowerment of mine victims and their families through provision of business trainings and employment opportunities in BiH Contract 2012/311157</b>
<b>Allocation</b>	1,000.000 €
<b>Status</b>	Finished (01/02/2013-30/06/2015)
<b>Contractor</b>	Arbeiter-Samariter-Bund Deutschland e.V. (ASB)
<b>Design Quality</b>	<p>The project logframe is well designed with clearly defined overall and specific objectives. The detailed Action Plan, measurement and monitoring are incorporated in the logframe. The project addendum for extension was submitted to EUD on 6 November 2014 due to procurement procedures for a specific grant allocation (seasonal) and due to the request of local governments to increase the number of grants. The project budget is realistic only minor reallocations took place.</p> <p>Risk and assumptions were identified appropriately. The project design including the well-defined and comprehensive procedures for grant and trainee selection ensures that risks related to the selection of grant applicants are mitigated.</p> <p>Two more partners (Eco Sport Group and Izbor Plus) participated in the project design and possessed of adequate capacity for project implementation. Izbor Plus has a strong experience in business support and Eco Sport Group is experienced in dealing with mine victims (with the president of Eco Sport Group being mine victim himself).</p> <p>The underlying project concept – market research, business training, selection of good business plan and granting, followed by linking beneficiaries with the potential buyers - is comprehensive and ensures social integration as well as potential sustainability of the activities.</p>
<b>Performance</b>	
Relevance	<p>The high number of mine victims, victims of cluster ammunition and UXO's victims accounting for 8,350 in the period of 1992-2014 remains to be a challenge in Bosnia and Herzegovina. The mine related accidents continue to occur every year and the main cause of the accidents in the recent years is a challenging economic situation. The 2014 statistics shows that the all 16 mine victims were involved in the economic activity (collection of secondary materials, cutting the wood, construction works and work on the private estates).</p> <p>The needs of mine victims range from medical, psychological, social and economic support. The ASB project identified socio-economic empowerment of mine victims and their families through provision of business trainings and employment opportunities in BiH as one of the key priorities that also tackles social reintegration aspect.</p> <p>The project is relevant to the BiH Mine Action Strategy and tackles the needs of a vulnerable population (mine victims) and their families. It properly assists with their psychosocial revitalisation through work and income generation.</p> <p>The project approach was designed to cover full range of business development activities including market research and business training in the beginning of the project and linking the beneficiaries with the potential buyers toward the end. The process of grant beneficiaries' selection incorporated competitive elements making sure that the beneficiaries were motivated to pursue the business activity. The selection of the grantees was based on combined criteria of economic viability (60%) and social status (40%). Parallel to the grant allocation, the ASB project provided assistance in market linkages thus tackling the sustainability of the business initiatives.</p>

Title of the sample project	Socio-economic empowerment of mine victims and their families through provision of business trainings and employment opportunities in BiH Contract 2012/311157
Efficiency	<p>The project defined procedures and SoPs for Mine Victim Assistance (MVA) since no such procedures currently exist within BHMAL.</p> <p>The activities related to application, training, business plan selection, grant allocation and linking with the potential buyers have been carried out well taking into consideration challenges related to the beneficiaries' difficult situation: assistance has been provided in the application process; during the training, the family members were involved to support mine victims; granted equipment and goods were delivered directly to the mine victims.</p> <p>The objective selection criteria were difficult to develop, however the project used a pilot activity (in Gorazde municipality) and developed a comprehensive selection criteria system.</p> <p>The Project Steering Committee was formed and held regular meetings where the progress was presented and all pending issues were resolved (such as changes in beneficiaries' numbers, project extension).</p> <p>The project partners' cooperation was efficient. It required strong coordination due to the high number of training events at different locations, the need to provide assistance to mine victims in the application process and continuous mentoring in business development process. The partners submitted their budget reports monthly to the ASB.</p> <p>Difficulties were noted in acquiring timely the financial contribution of the several involved local governments (Bihac, Cazin, Bugojno, Banja Luka). The floods in 2014 also influenced the prices of bees, motocultivators and cattle, however the budget was planned in a flexible manner and could accommodate such changes. The procurement of electronic equipment faced difficulties due to the need to comply with the requirement of EU origin.</p> <p>The involved municipalities appointed coordinators for cooperation with the project and these coordinators were from war veteran's offices, social, economic development and health care departments. In Dobo, the interest in participating in the MVA project vanished due to political reasons.</p> <p>Letter of Interest were submitted by the local governments prior to the project application submission. Cooperation agreements were signed at the start of the project and contracts when the funds finally were allocated. The contribution of the local governments was 1,080 BAM per beneficiary (a unified approach for all local governments was adopted).</p> <p>Savings in procurement were possible due to aggregated purchases of similar products and the willingness of the companies to reduce the prices as a contribution to support the mine victims.</p>
Effectiveness	<p>Mine victims and/or their families increased their entrepreneurial skills through specialised business training which increased their potential for employability or self-employability. Furthermore, active public/private/civil partnership for more jobs and market linkages were established in the target areas.</p> <p>Out of four interviewed beneficiaries, two beneficiaries are generating income from the investment (greenhouses), while two are expecting to generate income in the future (aronia plants and motocultivator). The green house owners have a clear vision of the business expansion, have linkages with the buyers and see further potential for growth. The training has increased their capability in business planning and they collect and analyse information on the expenditures and incomes.</p> <p>Apart from the greenhouse owners, there are other reported business linkages (dairy products, meat processing, windows manufacturing).</p>
Impact	<p>The business planning training and income generation enhances the socio-economic integration of the mine victims. Indirectly, by improving their employability and activation at labour market through this project, mine victims have also increased their self-</p>



Title of the sample project	Socio-economic empowerment of mine victims and their families through provision of business trainings and employment opportunities in BiH Contract 2012/311157
	confidence and self-respect and that creates a positive psychosocial impact. 165 registered new mine victims in the BHMAL database through the project provides for an unplanned impact.
Sustainability	<p>Due to the approach to the business development including market research, business planning, granting and sales support, a number of initiatives have potential to remain sustainable (linking greenhouse owners with vegetable buyers, linking milk producers with milk buyers).</p> <p>Out of four interviewed beneficiaries, two showed a strong potential for development and sustainability of the economic activity (greenhouses). Other examples of sustainable businesses include milk and meat industry where beneficiaries have contracts with the buyers – Meggle (Krajina), Central Bosnia Milkos and others. Government incentives for milk and other agricultural production exist and represent additional income for mine victims. Another example is a beneficiary running a window manufacturing where capacity extension ensured also increased competitiveness.</p> <p>The criteria for selection of the beneficiaries were composed of economic viability (around 60%) and social factors (40%) ensuring sustainability through economic focus.</p>
<b>Project Management</b>	<p>The project management was efficient. The partner cooperation can be evaluated as exceptionally good and constructive (field work coordination, monthly budget reports).</p> <p>Regular Project Steering Committee meetings ensured progress monitoring, changes in the project design due to client requirements as well as dealing with all challenges and project needs (floods, change in beneficiary numbers).</p>

<b>Title of the sample project</b>	<b>Explosive Ordnance and Remnants of War Destruction (EXPLODE)</b>
<b>Allocation</b>	4,604,914.18€
<b>Status</b>	Ongoing (01/04/2013-30/05/2016)
<b>Contractor</b>	UNDP
<b>Design Quality</b>	<p>A full presentation of the intervention logic is given in the application and it is realistic and clear. EXPLODE can be perceived as a Phase III which builds on previous Small Arms Control Reduction project, Phases I and II. The design approach evidently builds on the achievements of the previous phases and on similar past and current projects, funded by other donors. In comparison with the Phases I and II, EXPLODE has an additional Component 3 which aims at upgrading safety standards in order to reduce the risk of explosion (infrastructure upgrades and fire and flood protection systems).</p> <p>The design explicitly states the risks and the measures to mitigate them (funding shortfalls, safety hazards, environmental damage, and government decisions). For example undesired explosion during ammunition destruction or demilitarisation would result in a temporary suspension of activities, an investigation, safety improvements, and delay in the activities' implementation. This risk is reduced through an expedited process of ammunition destruction and through safety upgrades. Contingency plans are developed by the Ammunition Technical Officer in coordination with BiH stakeholders.</p> <p>The design is flexible to adapt to the context, i.e. the decisions made by the BiH Ministry of Defence (MoD) and the Coordination Body which has a clear overview of the initiatives around surplus ammunition disposal and is leading the coordinated activities of all actors.</p> <p>The project has been designed through a consultation process with the MoD. It takes into account the Ministry's mid-term plans and other initiatives aimed at supporting the Ministry and the Armed Forces of BiH.</p>
<b>Performance</b>	
Relevance	<p>BiH's Development Strategy calls on the country's acceleration to EU accession, combating crime and corruption and the enhancement of social policy. Dealing with remnants of war and ammunition contributes to achievement of these aims. Failing to address this issue in BiH poses a danger to the society, undermines the rule of law, and presents a potential threat to regional stability. Also the perception of BiH as an unstable country has a negative impact on tourism, foreign direct investment and other drivers of economic growth.</p> <p>Approximately 18,000 tons of military ammunition surpluses in BiH present a safety hazard for local population and impede their development prospects. Disposing this ammunition is needed as it is chemically unstable and hazardous and, if it falls into the wrong hands, criminal and terrorist activities could appear. The project is relevant since the problem of high levels of explosive remnants of war still adversely affects safety and economic and social development of Bosnia and Herzegovina (BiH) and its citizens. There is a need to continue with the disposal of explosive remnants of war to prevent devastating consequences to people and property.</p> <p>In line with the priorities of the MoD, the safety standards of storage facilities need to be improved and the MoD's capacities need to be boosted to ensure appropriate standards for the storage facilities. The ammunition stocks are stored in 19 locations, taking 1.5 M€ of the defence budget and 850 soldiers for guarding and maintenance. Only 5 ammunition and 2 weapons storage sites will</p>

Title of the sample project	Explosive Ordnance and Remnants of War Destruction (EXPLODE)
	<p>be required by the Armed Forces in future, so continuous efforts to destroy the surplus defence stockpile are necessary. As part of a regional project, UNDP in cooperation with OSCE is implementing activities to upgrade safety at selected prospective sites. According to the OSCE assessment and recommendations that were endorsed by the MoD, storage sites require significant upgrades of security and safety measures.</p> <p>The project builds on the phases I and II of the Small Arms Control Reduction project funded with 4.5 M€ from the EU Instrument for Stability. EXPLODE (Phase III) has been expanded to include and address stockpile management for the four priority sites identified in the UNDP/OSCE assessment.</p> <p>In 2014, EXPLODE was amended to include support to the MoD in the post-floods recovery focusing on building capacities of the Demining Battalion and the landslide remediation in the military ammunition disposal facility, TROM.</p>
Efficiency	<p>The project is implemented through the country implementation modality as there is an adequate capacity within the government and the MoD to carry out functions and activities of the project. The project foresees strong support to capacity development of the MoD, specifically training of strategic level personnel in the area of ammunition demilitarisation. A solid base was made in the two previous phases and good coordination with other projects in this area made it possible to identify and support a specific area; so EXPLODE can now focus on improving the capacity of the MoD with enhanced effect.</p> <p>The project is cost-effective and all procedures are strictly adhered to in decision making systems, command lines, implementation, keeping track of progress. The management of the resources is transparent and appropriate for the type and number of the activities implemented.</p> <p>The well running coordination mechanism is led by the MoD. The lead organisation for Component (C) 1 and 2 of the project is UNDP, for C3 in partnership with the OSCE Mission to BiH. Under the direct supervision of the Project Board, the project manager oversees implementation, including reporting. The project staff comprises: Ammunition Technical Officer, Stockpile Management Specialist, Infrastructure Advisor, Capacity Development Coordinator, Project Associate and Procurement Associate. The Ammunition Technical Officer directly liaises with MoD experts and ammunition disposal facilities ensuring timely implementation of the destruction activities. The Stockpile Management Specialist focuses on safety upgrade of storage sites and stockpile management. The Infrastructure Advisor provides construction engineering advice. In C3 the OSCE Regional Advisor advises for activity plans and implementation mechanisms for stockpile management and safety standards. The Capacity Development Coordinator is a contact for the implementation of the C2, responsible for the coordination of training events, conferences and workshops; and for the coordination of activities with the contractor's experts engaged in upgrading the TROM (Tehnicka Radionica za Odrzavanje Municije - Technical workshop for ammunition maintenance) facility in Doboj.</p>
Effectiveness	<p>The results to date have been achieved with remarkable efficiency. Significant quantities of high hazardous and chemically unstable ammunition and remnants of war were destroyed assisting the MoD to implement over 110% of its plan for ammunition destruction in 2014. The Project got engaged in the planning process for 2015 and increased the plan of disposal from 880 tons in 2014 to 2,300 tons in 2015. The pace of disposal has been increased from 40 tons per month to 140 tons employing different ammunition disposal technologies and capacities. Over 10 million pieces of ammunition has been disposed of in a safe and environmentally benign method including unsafe small arms ammunition, conventional artillery ammunition and large calibre ammunition from the military surpluses.</p> <p>The results being achieved directly reduce the quantities of unstable and surplus ammunition, increase the safety of the selected weapons and ammunition storage sites; improve weapons control mechanisms and the country's compliance with relevant UN</p>

Title of the sample project	Explosive Ordnance and Remnants of War Destruction (EXPLODE)
	<p>Conventions.</p> <p>The improved ammunition disposal mechanism strengthens the capacities of the MoD and enhances inter-agency cooperation for further disposals in BiH. In the long term, it will contribute to autonomous ammunition disposal to be conducted by the local authorities. In terms of capacity development and infrastructure safety upgrades, the project is repetitively involved in training of senior officers and officials of the MoD and the Armed Forces and has trained over 75 individuals on contemporary international standards on ammunition stockpile management. Fifty facilities within four prospective storage sites storing several thousand tonnes of ammunition were upgraded from the safety perspective. Military ammunition disposal facility was improved in terms of occupational safety, risks of unplanned explosion and general safety perspective.</p>
Impact	<p>The project already makes positive impact as it contributes to the immediate physical elimination of threats posed by high hazardous ammunition and to upgrading the related verification, inspection and security standards. This is indicated through verifications done by the MoD Commission and by the Coordination Board's conclusions, records and plans.</p> <p>Safety hazards are reduced by decreasing the risk of accidental explosions through destruction and demilitarisation of chemically unstable ammunition. In the longer term, structures of BiH will be strengthened to more independently implement measures for control and disposal of explosive remnants of war and ammunition, but for this currently there is not sufficient funding available. The project is contributing to a long term aim, i.e. a safe BiH, with improved international rating that may attract investments and boost socio-economic reforms as well as Euro-Atlantic integration.</p> <p>The MoD already adopted new and high standards in the process related to ammunition verification, inspection, security and disposal and made those mandatory in practise. Operational standards (ammunition disposal verification and inspection) were raised and the quantities processed have increased.</p>
Sustainability	<p>If the benefits are to be continued at a similar rate once the project has ended, much more than the current BiH defence budget support is going to be needed. Surplus unprospective ammunition will not be completely dealt with by then. Another four years of external support are estimated to be needed to complete this exercise. It is estimated by the MoD and the Coordination Board that, once only prospective ammunition remains, the MoD would have all sufficient resources to undertake the required activities.</p> <p>A possible reduction of available funds before this threshold is reached (no unprospective ammunition in four years) would mean a significant slowdown of the demilitarisation process. EU funds are not likely to be sufficiently available.</p> <p>The project initiated a Master Plan related to the overall ammunition stockpile management. This process contributes to increased capacities of the MoD to individually implement activities that come under safe handling of munition stockpiles.</p>
<b>Project Management</b>	<p>Excellent cooperation of all international military bodies with the MoD enables coordinated decision making and unobstructed implementation of prioritised, complementary activities.</p> <p>Reporting serves as a management tool for the Coordination Board and is well adapted to that purpose. It covers all related activities and MoD and EXPLODE and other members of the Coordination Board use it to check. The contractor should follow the usual EU reporting format once they prepare the annual or final report.</p> <p>The Project Board is directly responsible for the efficient delivery of the project, provides overall direction and management and meets quarterly to review progress. It consists of the MoD as the executive. UNDP, OSCE, Chairperson of the Small Arms and Light Weapons Coordination Board and the representative of the Joint Committee for Defence and Security of the BiH Parliamentary Assembly as the suppliers, the Armed Forces and the MoD as the beneficiaries and the EUD as monitor.</p> <p>In 2006, NATO Head Quarters Sarajevo, EUFOR, OSCE and UNDP formed an Expert Working Group to provide guidance and</p>

Title of the sample project	Explosive Ordnance and Remnants of War Destruction (EXPLODE)
	support to the MoD in the disposal of ammunition surpluses and stockpile inspections. The Expert Working Group is involved in implementation of this project to conduct overall scrutiny of the ammunition disposal processes and to act as the knowledge hub. It ensures that there is no overlap between other initiatives in this field and is an additional control mechanism to minimise risks.

## Annex 5 – Possible scenario for future EU funding for BiH mine action

Future EU funding for BiH Mine Action – a possible scenario among others

Size of problem



### Post-2015

EU pre-accession direct support continued

Land Release concept gradually being implemented

“Classical” MCTS/MRE/MVA directly EU-procured

Further strengthening of country operators (Armed Forces BiH, BiH Civil Protection)

### Post-2020

Gradual phase-out of EU pre-accession support

Direct contributions to BiH Demining Fund (if established)

Procurement based on BiH Demining Fund (through BHMACH?)

Increased technical survey/clearance by Armed Forces BiH, BiH Civil Protection

### Post-2024/25

EU pre-accession support terminated

BiH funds sufficient to cover the residual problem

Armed Forces BiH, BiH Civil Protection deal with the residual problem (mostly Category III)



Time

## Annex 6 – Actors Interviewed

Institution	Person	Title/Position
EUD	Massimo Mina	Head of Operations Section III
EUD	Sanja Tica	Programme Manager
EUD	Dominika Skubida	Programme Manager
EUD	Marinela Domancic	Programme Manager
EUD	Mihaela Osorio	Political Advisor, EUSR/COM EUFOR
EUFOR	Colonel Martin Trachsler	Special Advisor to COM EUFOR
EUFOR	Colonel Juergen Schlechter	Chief Joint Military Affairs
EUFOR	Zeljko Kalinic	Fields Operations Manager
EUFOR	Major Bernhard Weingartmann	Senior Officer
BHMAC	Milan Reza	Acting Director
BHMAC	Tarik Serak	Project Manager
BHMAC	Mirjana Maric	Planning Officer
BHMAC	Slaven Vidovic	Staff Officer
BHMAC Mostar	Adel Dokara	Head of Office
BHMAC Mostar	Seco Imamovic	Staff Officer
BHMAC Tuzla	Irfan Pehlic	Head of Office
BHMAC Tuzla	Almir Muladic	Staff Officer
BHMAC Tuzla	Miralem Hukic	Staff Officer
BHMAC Brcko	Esed Aletic	Head of Office
BHMAC Brcko	Vedran Petrovich	Staff Officer
OSCE	John Martin	Deputy Head of Mission
OSCE	Gerhard Faustmann	Arms Control Project Officer
OSCE	Vera Orlof	Policy and Information Officer
OSCE	Sanja Catibovic	Project Officer
UNDP	Jasmin Porobic	Programme Manager
UNDP	Lillian Palmbach	Team Member
UNDP	Amela Cosovic-Medic	Sector Leader, Justice/Human Security
UNDP	Nudzejma Salihagic	Project Associate
UNDP	Tarik Uchanbarlic	Ammunition Technical Officer
UNDP	Vedad Pinjp	Cap. Development Coordination
UNDP	Haris Fejzbegovic	Explosives/Infrastructure Engineer
UNDP	Ervina Meric	Ammunition Technical Officer
ITF	Gregor Sancanin	Head of Office, BiH
Embassy of Slovenia	David Brozina	Minister Plenipotentiary
Embassy of Switzerland	Claudia Buess	Deputy Head of Mission & Human Security Adviser
Embassy of Switzerland	Haris Lokvancic	Adviser
German Embassy	Lt.Col. Rupert Steeger	Defence Attaché
German Embassy	Biljana Besic	Mine Action Programme
US Embassy	Amel Fako	Political Section
US Embassy	Liam O'Flannagan	Political Section
Ministry of Civil Affairs	Zlatko Horvat	Head of Cabinet
Demining Commission	Franjo Markota	Member
Demining Commission	Mustafa Pasalic	Member
Demining Commission	Kemal Salic	Member
Demining Commission	Mitar Kujundzic	Member
ASB	Elmir Bojadzic	Regional Director SEE
ASB	Istvan Kolar	Job Creation Officer
ASB	Rusmir Hanic	Project Manager
ASB ESG	Sead Muratovic	Chair
ASB Izbor	Elmida Saric	Executive Director

Institution	Person	Title/Position
Dok Ing	Nedeljka Gvozdenovic	Director
Dok Ing	Dragan Colakovic	Administrator
Dok Ing	Igor Gvozdenovic	Project Manager
Dok Ing	Cabo Ukutinh	Head of Operations
Stop Mines	Radosav Zivkovic	President, Project Manager
Stop Mines	Tomislav Savic	Head of Operations
Stop Mines	Ranko Kovac	Quality Assurance Officer
Stop Mines	Andjela Kusmuk	Finance and Admin Clerk
Mine Detection Dog Centre	Nermin Hadzimujagic	Director
Mine Detection Dog Centre	Marija Trlin	Public Relations Officer
Norwegian's People's Aid	Darvin Lisica	Regional Director South East Europe
UEM	Nusret Comor	Project Manager
UEM	Mirza Dzipa	Operations Officer
UEM	Salko Osmanspahic	Quality Assurance
UEM	Selma Kaltak	Admin and Finance Officer
UEM	Muhamed Mumunovic	Assistant Project Manager
ECO-Line	Esref Maksumic	Director
Municipality of Novi Travnik	Arijana Šabanović	Officer
Municipality of Novi Travnik	Mr. Herceg	Head of Department
Municipality of Jajce	Mato Crnoja	Head of Civil Protection
BiH Armed Forces	Col. Miroslav Sain	Commander Ammunition Storage Site Kula
BiH Armed Forces	Col. Savo Anicic	Commander TROM Doboj
BiH Armed Forces	Mayor Muamir Delavich	Dep. Commander Ammunition Storage Site Krupa
BiH Armed Forces	Sgt. Dragan Duykovic	Weapon Storage Site Derventa
AMSOL company	Giorgio Protic	Team Leader Ammunition Destruction
Municipality Orasje	Ilija Kobas	Coordinator
Association Vočar, Orasje	Marko Ivanović	President
Posavina bez mina	Svjetlana Pavlovic	Director
Orasje Municipality	Luka Zivkovic	Beneficiary
Matici, Orasje Municipality	Ivo Mikic	Beneficiary
Donja Mahala, Orasje Municipality	Ilija Jezidzic	Beneficiary
Orasje Municipality	Goran Zivkovic	Beneficiary
Lopare Municipality	Zeljko Kerovic	Head of Economy and Finance Department
Lopare Municipality	Ljiljana Kerovic	Economy and Finance Department
Lopare Municipality	Radislav Davidovic	Agriculture Expert
Priboj, Lopare Municipality	Radislav Lukic	Beneficiary
Priboj, Lopare Municipality	Jelena Manojlovic	Beneficiary
IPAK	Lahira Sejfija	Director
ESG	Sead Muratovic	Director
IP	Elmida Saric	Director
Palanka, Brcko District	Hakija Muratovic	Beneficiary
Coseti, Brcko District	Dzevad Halilovic	Beneficiary
Brka, Brcko District	Irfan Hajdic	Beneficiary
Posavina bez Mina	Ivo Markovic	Field Project Coordinator
Posavina bez Mina	Ivica Markovic	Field Project Coordinator
Genesis	Sasa Saric	Educator
Genesis	Svjetlan Cup	Puppet Show Actor
Hunters Association, Domaljevac	Ivica Mijic	Beneficiary
Boderiste, Brcko District	Stjepan Brkic	Beneficiary
Brcko District	Andja Nikolic	Ministry of Health Representative



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Annex II Grant Distribution Progress Table  
Annex III Tender Table  
Annex IV Final Training Report  
Annex V Action Plan  
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Annex 06 Narrative interim  
Annex 06.01 Project Progress Report  
Annex 06.02 Grant Distribution Progress Table  
Annex 06.03 Tender Table  
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Annex 06.05 Action Plan  
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 Annex VIII – Transfer of Ownership of Assets  
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