

Final Evaluation

**MyWork – Economic Opportunities for People with Disabilities
in Bosnia and Herzegovina**

December, 2022



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1 Abbreviations and Acronyms

BiH – Bosnia and Herzegovina

CSO – Civil Society Organization

CZK– Czech Kruna

DAC – Development Assistance Committee

LC – Labour Counselor

LGU – Local Government Unit

MEAL – Monitoring, Evaluation, Accountability and Learning

MTE – Mid-term Evaluation

NGO – Non-governmental Organization

OECD – Organisation for Economic Cooperation and Development

PIN – People in Need

PwD – Persons with disabilities

PwID – Persons with intellectual disabilities

SES – Supported Employment Service

TOR – Terms of Reference

KI – Key Informant, a person with disability

2 Executive Summary

This report is a final evaluation of the ‘My work- Economic Opportunities for People with Disabilities’ project. The evaluation was conducted by two national external evaluators between November and December 2022, and commissioned by People in Need in Bosnia and Herzegovina. The purpose of this final evaluation is to assess the overall progress of the project and the quality of implementation towards project objectives, as well as its long-term impact and sustainability. The Final evaluation also provides recommendations for potential future initiatives to capitalize on lessons learned, to inform a future work of PIN BiH and their implementing partners, and other stakeholders in the area of (economic) empowerment of PwD.

People in Need with partner organisations Nešto Više, ProReha and Sumero ‘My Work - Economic Opportunities for People with Disabilities’ project (hereon My Work project), implemented over thirty months from June 2020 to December 2022 with the support of the Czech Embassy in Bosnia and Herzegovina aimed to enhance the economic opportunities for PwD, with the overall objective to enhance the status of PwD to exercise their rights in Bosnian and Herzegovina society. The project was committed to Enhanced provision of supported employment services to PwD (Result 1), Enhanced entrepreneurship and income generation schemes benefiting PwD (Result 2) and Strengthened advocacy efforts on the inclusion of PwD in employment and society (Result 3). Implemented in eight local government units Banja Luka, Bihać, Brčko, Mostar, Sarajevo, Trebinje, Vitez and Zenica, the project focused on support to PwD employment and entrepreneurship through implementation of Supported Employment Services (SES), internship, transition to school activities, employment at the open market and accelerator programme implemented within enterprises. The result 3 activities focused on building capacity of self-advocates and students and their joined advocacy actions as well as on advocacy for systematic changes, primarily through establishment of National Platform/Working Groups composed of responsible institutions and lobbying and building cooperation with decision-makers.

2.1 Conclusion

The My Work project is a highly relevant to promote empowerment of PwD. With expanded project, resources and time, with strengthen MEAL practices, the project may produce stronger sets of results to demonstrate a comprehensive, workable, sustainable and impactful social inclusion and (economic) empowerment of PwD.

Conclusion 1. The project design responds to the needs, rights of the PwD, and the commitments of the Bosnia and Herzegovina to achieve inclusive economic growth and ensure realisation of the rights of persons with disabilities and strengthen their social inclusion and voice. In addition to individual empowerment of PwD, the project promoted positive changes in relation to essential drivers of PwDs economic empowerment such as supportive business culture and practices as well as anti-discriminatory and supportive legislative and policy framework that increase access to decent work and income generation. At the same time, implementation of the project emphasised the need to focus more on the reducing root causes of social and economic exclusion of persons with disabilities such as adverse social norms and stereotypes, including especially among employers and duty-bearers, decision-makers and responsible institutions as well as intersectional or multiple exclusion of PwD.

Conclusion 2. Applying and tailoring the supported employment and income generation services by Labour Counselors, the project implementation emphasised the essential need

for and unique potential of organising multi-sectoral supported employment services by duty-holders at the LGUs level for ensuring right to work and economic empowerment of PwD. Moreover, the implementation of the project pointed out of the unique potential of synergies created at the local level to produce systematic changes, at least in terms of implementation of the existing legislatives and strategic frameworks.

Conclusion 3. Working on building capacity and raising awareness of employers primarily through in-house capacity building activities and accelerator programme, the project pointed out to the pivotal role that enterprises may play in increasing and scaling up the access to decent employment of PwD, in advocacy for systematic change, sustainability and impact.

Conclusion 4. Using supported employment services and income generation models and tailoring it the local context as a leverage to reduce inequalities and discrimination against PwD and achieving SDG targets, the project implementation emphasized the pivotal and necessary model of multi-sectoral approach to employment and economic empowerment of PwD. It was also emphasized the need for social mobilization and building formal partnerships with key actors, such as employers to support economic empowerment and social inclusion of persons with disabilities and to use potential created at the local level, and among different actors such as students and self-advocates, for the advocacy for systematic change and greater influence on duty holders, including decision-makers.

Conclusion 5. Project would be more efficient and effective if design, including indicators, assumptions and targets were tailored to the context of BiH and boosted budget, time and human resources allocations.

2.2 Lessons learned

To continue to progress towards the Objective of the My Work Project, the final evaluation documented several lessons learned.

1. Project is highly relevant to the needs and rights of PwD in Bosnia and Herzegovina, but the project design should be refined to capture risks and assumptions relevant to Bosnia and Herzegovina.
2. Labour counselors may play a leading role to build capacity of the employment offices and multi-disciplinary teams at LGUs to integrate supported employment and income generation models into work of Employment Offices.
3. Supported employment services provided by labour counselors, accompanied with a variety of advocacy activities which resulted in improved cooperation and partnership with institutions and decision-makers at the LGU level may serve as a model and accelerator of systematic changes. This implies the need to involve bottom-up approach in systematic approach in the next phase of the project, primarily in relation to mandate and function of the National Platform/Working Groups.
4. Enterprises which have experienced mutual benefits of the employment of persons with disabilities may play a leading role in accelerator programme. They are well placed to raise awareness of other enterprises and other value chain actors and empower and motivate them to employ PwD and support their income generation. This implies the need to build the capacity and expand the network of enterprises,

business associations and value chain actors that are willing and knowledgeable to employ and ensure decent work for PwD and support their income generation.

5. To ensure expansion of employment and support income generation for economic empowerment of PwD, it requires active involvement of private enterprises in communication of mutual benefits of employment of PwD. Obtaining data that provides evidences of positive changes that employment of PwD has on private enterprises, together with improved visibility and communication strategy, should become one of the priorities during the next phase of the project.
6. To increase influence on systematic change, it requires active and coordinated involvement of all agents of change, including self-advocates and their families, PwD benefited from supportive employment and income generation support, experts from the universities, students, employers and labour counselors and their active involvement in development of strategic approach to systematic changes and corresponding action plans for all levels of government.
7. One of the essential steps in systematic changes in the next phase of the project, partners may produce model of SES and role of Labour Counselors and pilot them at the level of LGUs. Labour Counselors may have leading role in development and tailoring this model and capacity building activities.
8. Strengthening MEAL mechanism and procedures based on updated rights-based situation analysis and consultation with all stakeholders involved in the project, and assign MEAL Officer are crucial for the project success.
9. The project requires to boost and extend financing and to improve budget and time allocation and management in order to improve project achievements, including impact and sustainability.
10. The project visibility and communication strategy should be improved, primarily to capture and demonstrate changes.

2.3 Recommendations

Five recommendations are made by the evaluators and the key actions are elaborated to achieve suggested recommendations.

- Tailor project design, based on stakeholder needs assessment and further consultations with project partners, stakeholders and beneficiaries, explore opportunities to boost funding and extend time, and allocate crucial human resources such as MEAL Officer and Advocacy for Systematic Change Coordinator.
- Systematise and update Supported Employment Model and develop plan for piloting the SES at the LGUs level.
- Tailor accelerator programme as a part of SES: systematise and formalise guidelines, tools and the modes of support provided to both enterprises and persons with disabilities, according to experience and lesson learned from work of Labour Counsellors.

- Ensure a systematic and continuous MEAL to allow relevant data collection and analysis.
- Ensure methodical, comprehensive approach to advocacy for systematic changes.

3 Introduction – Evaluation approach and methodology

The final evaluation was implemented in November-December 2022 by an evaluation team comprised of two national experts. The main purpose of the Final evaluation is to assess the overall progress of the project and the quality of implementation towards project objectives, as well as its long-term impact and sustainability. The Final evaluation also provides recommendations for potential future initiatives to capitalize on lessons learned, to inform a future work of PIN BiH and their implementing partners, and other stakeholders in the area of economic empowerment of PwD. The methods employed in the evaluation promoted active participation of the project partners, stakeholders and beneficiaries in the evaluation. The project evaluation team was focused to ensure that opinions and insights of beneficiaries of the project are integrated into conclusions and recommendations into the final evaluation report.

The evaluation applied the OECD/DAC evaluation criteria and human rights and gender equality criterion. Findings are organized under each criterion in Section 2 below. The evaluation questions, presented below, are structured around the evaluation criteria and are further broken down into sub-questions defined in the ToR, indicators, data sources and collection tools. An Evaluation Matrix was designed and provided in Annex 1. It composes of the evaluation criteria, key questions, sub-questions, indicators and data sources. The guidelines for the interviews with specific groups of stakeholders are presented in Annex 5. All stakeholders were provided with information on the purpose and the stages of the evaluation. They were also informed that their participation in the evaluation is voluntary and that all personal information will be anonymous. Interview techniques were participatory and adapted to different stakeholders, while not only recognizing their needs but also potential. In order to ensure 'do no harm' and full respect of code of ethics, the evaluation team produced Code of Ethics Guidelines, presented in Annex 4.

The evaluation covers all phases of the My Work Project period from June 2020 until finalization of the project in December 2022. In line with the project, evaluation geographic scope are eight selected municipalities.

3.1 Evaluation objectives

The objectives of the evaluation as defined in the terms of reference, were to evaluate the progress of outputs / outcomes of the project; to analyze the impact on or changes occurring within beneficiary groups; to analyze the impact of advocacy activities aiming for systemic changes in the area of PwD rights and employment in the open market; to identify problems and constraints that have been encountered; to assess the financial management of the project; to identify important lessons learnt, good and bad practices and make recommendations for future similar initiatives as well as for potential extension/continuation of the project. Which activities/aspects of the project can be evaluated as suitable for replication/expansion/deepening, including the aspect of

legislation and systemic changes; to what are opportunities of further engagement and cooperation with municipal authorities to inform future programming phases.

The evaluation is also focused to analyse how project could overcome barriers for employment of PwD on the open labour market and will provide the recommendations on how to better achieve set indicators and outputs would be beneficial for further project implementation.

3.2 Evaluation questions

Evaluation questions, as defined in ToR, are presented in table below:

Criteria	Evaluation Questions
Relevance	To what extent are the project objectives in line with problems, real needs, capacities and priorities of target groups / beneficiaries (PwD)? Was a needs analysis carried out at the beginning of the project reflecting the various needs of different stakeholders? To what extent the project contributed to definition of priority changes in the legislation and how? How were the available resources and stakeholders coordinated within the project? Were any synergies established? Have the initial assumptions strengthened or weakened the project design? How?
Effectiveness	Have the activities delivered created an effective foundation for the meaningful changes in the area of employment of PwD in the open market and for improvement of the status of PwD in general? Were there differential results for different people? If so, how and why? Were different approaches necessary to reach people of different levels of disability? Was there sufficient monitoring and analysis of differential effects? Was the intervention adjusted to address any concerns and maximise effectiveness? Did the project achieve planned objectives? What, if any, alternative strategies would have been more effective in achieving the project's objectives?
Efficiency	To what extent have the delays in implementation affected the overall project progress and has this been addressed efficiently? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? Have risks been considered and managed in a proactive, timely and effective manner?
Impact	Did the project make a significant contribution to broader and long-term development impact? Were there any unintended impact and/or side effects of the project activities (positive or negative)?
Sustainability	To what extent are the benefits generated by the project likely to sustain once the project ends? What were major factors helping or hindering implementation? Are they likely to continue?

3.3 Risks and risks mitigation strategy

Compressed time frame and lack of structured, continued monitoring from the field, primarily due to the lack of MEAL Officers, are the main limitations of the evaluations.

Time constrains limited extend of data collection and analysis. Primary data collection was conducted over a short period of number 4 weeks in December 2022 which coincided with preholiday seasons, therefore causing limiting availability of some key informants.

To assess project performance on the ground, the evaluation applied mix-method sampling for qualitative research. The evaluation team together with PIN Management Team drew a purposive-rights-based evaluation sampling, taking into consideration regional distribution and type of interventions. This approach allowed for the information rich cases related to economic empowerment of PwD while being cost- and time-effective. Purposive

sampling allowed the evaluation to identify key patterns and emerging trends and draw valid conclusions.

To mitigate limitations through triangulation, the evaluation team together with PIN management team broadened the scope of its secondary data review by external studies and reports on the rights to work of persons with disabilities to cross-reference internally available data and validate findings. The evaluation also used mix of data collection tools and methods, presented below, to access counterfactual and to compare opinions and experiences of duty holders, rights holders and key actors who participated in the project or are relevant to project.

3.4 Data collection methods

The evaluation used a mixed-methods for data collection. ToR offered a full range of stakeholders to be interviewed. A more detailed stakeholders list was developed in the inception phase. The stakeholders were also identified using purposive sampling and snowball sampling – primarily based on recommendations of labour counselors. During the field work, evaluators interviewed external stakeholders, such as representatives of the institutions and civil society organisations, depending on their availability. All of the interviews were conducted using an interview guiding questions for interviews with stakeholders as presented in Annex 5. Following ethical considerations, as noted above, and presented in Annex 4, the evaluation team ensured ‘do no harm’ and that all interviewees, especially persons with disabilities, are treated with respect and recognition of their potential and experiences. They were be subjects, but not objects of the evaluation, were consulted and had opportunity to provide specific recommendations.

Data Collection Methods
<p>Briefing and Debriefing Meetings Orientation briefing has been conducted with PIN BiH manager and management team. A debriefing meeting will be conducted at the start, in the middle and close to the end of the field work phase to obtain project information and validate/triangulate specific findings.</p>
<p>Comprehensive documents review During the inception phase, the evaluation team received a full set of project documentation, including progress reports, prior evaluations, project studies, etc. The evaluator team will also review other documents relevant to the project such as concluding observations and recommendations of relevant human rights bodies, expert studies, strategic and legal framework (international, national, and donor) and collect secondary information received from partner organisations and interviewees. The desk review has been conducted during the inception phase. A focused documents review will be carried out during analysis and drafting of the final evaluation report. These secondary data, together with briefing meetings with PIN BiH and Implementing Partners Management informed interview guides for each individual stakeholders groups. Data gathered through the desk review will be examined against indicators established for the evaluation questions, and will also serve as triangulation for evaluation findings.</p>
<p>Stakeholders Interviews Stakeholders’ interviews will be organised with support of PIN BiH and in cooperation with implemented partners and labour counsellors in all eight selected municipalities. Priority will be given to face-to-face interviews with persons with disabilities, their family members and counselors. The field visits will also involve face-to-face interviews with other representatives and key stakeholders in selected municipalities and higher levels of government, depending on their availability.</p>
<p>Field visits and observations The evaluators will observe final conference of the project to make initial contacts with relevant stakeholders and to collect opinions, experience and perceptions from a full range of stakeholders. Whenever possible and appropriate, the evaluators will observe relevant venues such as workplaces.</p>
<p>Case stories/narratives Evaluators will hold with some persons with disabilities more in-depth interviews and draft a case story to illustrate lessons learned and benefits of the project on their empowerment.</p>

The participatory narrative interviewing method will specifically target persons with disabilities and their families who are currently benefiting or who benefited from My Work interventions, labour counselors, employers, students and self-advocates. Participants were recruited by the evaluation team directly, or based on recommendations from labour counselors.

According to terms of reference, the evaluation respondents included: the PwD (open market, income generation, internship) and their families; labour counsellors; employers in the open labour market; the accelerator program participants; transition program school representatives; transition program students and parents; partners organizations' representatives; participating faculties' coordinators; self-advocates; students; representatives of ministries, platform/working group members for systemic changes; donor representatives; and PIN staff. Calendar of primary research, with data collection methods employed and stakeholders interviewed is presented in Annex 6.

3.5 Data analysis and reporting

The data analysis started with a collation of evidence against the key evaluation questions set out in the evaluation matrix. Having collated the information, the evaluation provided answers to each evaluation objective and question and ensure the triangulation of information. Collated information was supported by an overview of the available evidences. Specifically, the evaluation used a mix of data analysis methods to analyse performance against OECD/DAC criteria:

- Synthesis of evidence from My Work project documentations over the period of project implementation.
- Correlation analysis of the Project My work portfolio vis-à-vis relevant country human rights reports, strategies and studies
- Content and discourse analysis of key informant interview data
- Casual analysis of participatory narrative interviewing to understand to what extend perceived changes were facilitated by My Work interventions, and to identify factors affecting the project performance, especially impact and sustainability. Causal analysis was also based on rights-based evaluation methodology. It included analysis of immediate, intermediate and root causes/factors of changes in empowerment of PwD as well as duty-bearers, rights-holders, especially those exposed and vulnerable to intersectional exclusion; and key actors' analysis.

Evidences were compared and contrasted and patterns synthesized into key finding to report on the key evaluation questions, framed around a triangulation of findings. The report integrated recommendations from the stakeholders in the analysis and the evaluation report. The forward-looking recommendations are also integrated in this evaluation.

The evaluation report is structured in a way to respond to the evaluation questions that are summarised according to the evaluation criteria and corresponding evaluation objectives.

4 Major Findings and Analysis – discussion of lesson learned and best practices and recommendations from stakeholders

4.1 Relevance

To what extent are the project objectives in line with problems, real needs, capacities and priorities of target groups/beneficiaries (PwD)? Was a need analysis carried out at the beginning of the project reflecting various needs of different stakeholders?

The conclusion derived from the review of project documentation and external documents and reconfirmed during the primary research in eight selected municipalities indicate that the project has high relevance not only to the key right-holders, PwD, but also in regarding to contextual factors and important actors, including duty-holders and key actors such as employers as secondary duty-holders and families or guardians. The project may be more sensitized to address the needs of the most vulnerable females and males to better integrate 'Leave No One Behind' and Gender Equality principles.

Finding 1. My Work project objectives addresses not only needs of PwD, but their rights and also some root causes of social exclusion of PwD such as prejudices and negative perceptions which produce limited (economic) empowerment opportunities.

The intervention logic and objectives of the My Work project were based on prior experience of the project lead PIN and implementing partner organisations ProReha, Nešto Više and Sumero. The project objectives were based on continuation of empowerment of persons with disabilities from the previous PIN initiatives "Supporting inclusion on people with disabilities in Bosnia and Herzegovina" (2017) and "Our Voices, Advocating for the rights of PwD in BiH" (2019). The project design also reflected the outcomes of consultations with self-advocates, student activists and CSOs held under the previous project "Our voices", financed by the Czech Ministry of Foreign Affairs Transition Program. Project partners also consulted a variety duty holder, including both decision-makers and institutions at all levels of governance in BiH.

Empowerment of persons with disability is integrated into all aspects of the project design. As such, it corresponds to needs of key beneficiaries as one of the essential needs of the persons with disabilities is their empowerment to claim and exercise rights and to support others to recognize and claim their rights.

'I met a lot of persons with disabilities in my private life and through my engagements as a self-advocate and a trainer. Majority of them are neither aware of their rights nor know how to 'fight' for them. Moreover, most of them live in isolation or poverty and without family. I see my mission in the empowerment of people with disabilities as it took me a lot of time to realize my rights. They need empowerment, and they need to be empowered by us', as stated a self-advocate and trainer.

As for illustration, person who had difficulties in verbal communication found employment and become responsible, productive employee and team player. Interviewed person explained with smile and few effective words his satisfaction with work, „the boss“, the colleagues and the labour counsellor. He also explained that he got more and more complicated tasks. His family member said: 'He had a problem with perception of time and time management. When he got employment, he started to wake up at the same time at six a.m. without alarm. He also learnt to do more complex tasks. He was supporting other

colleagues very often. Other colleagues and him communicate well and understand each other.'

The project design was also based on the model and successful experience of the supported employment service implemented in Czech Republic and EU. The research studies conducted in the first phase of the project provided valuable insights in legal gaps and contextual barriers for economic empowerment of persons with disabilities. Situational analysis „Report on the state of inclusion of persons with disabilities in employment“, apart from gaps in legal and strategic framework and shortcomings in their implementation in Bosnia and Herzegovina, also included opinions and perceptions of some decision-makers and key actors such as employers, civil society organisations as well as opinions of persons with disabilities and their families.

Evaluation confirmed that the project objectives are relevant to build capacity of duty-holders to fulfil their obligations. In the same time, it is relevant to and in line with the needs to address deeply-rooted stereotypes and negative perceptions that present the root causes of discrimination of persons with disabilities in their access to employment and economic empowerment.

'Negative perceptions and prejudices towards persons with disabilities are the main issues that needs to be addressed. They are widely spread inside and outside of enterprises. Not all enterprises and individuals practice equal rights towards persons with disabilities in their professional and private life, including business operation and employment procedures. For most of them, employment of persons with disabilities is social welfare issue and charity. Most employers do not recognize competencies and potential of persons with disabilities. Thus, we need whole society awareness of PwD rights and their potential,' stated the owner of a company.

'I have learnt a lot not only about the position of PwD, but about their potential. The advocacy for improvement of position PwD become one of the central themes in my both private and professional life,' said student involved in joint advocacy actions with self-advocates.

Finding 2. The analyses conducted during the first phase of the projects, provide valuable insights in needs, capacity and mandates of a variety of stakeholders, but a comprehensive rights-based analysis is needed so that project addresses the needs of multiple vulnerable groups, as well as to improve capacity and accountability of duty-holders and social mobilisation of key actors, such as employers as secondary duty-holders

Although situation analyses provided valuable insights and confirmed relevance of project objective, it did not provide the analysis of duty-holders and key actors at the municipal level, and the analysis of governance and coordination as well as power-relations between and among duty-holders and key actors at different levels of governance.

On the positive side, the needs assessment were carried out prior to involvement of beneficiaries in the project, including labour counselors, employers, self-advocates and students. Prior to capacity building activities on the model of supported employment service implemented in the Check Republic and EU, the project conducted comprehensive needs assessments of selected labour counselors. In similar vein, needs assessment conducted before capacity building activities with students and self-advocates provide valuable insights in their needs. Labour counselors also carried out the individual needs assessment according to comprehensive guidelines within supported employment methodology. This also ensured the relevance of the project to needs and aspirations of each individual beneficiary.

Needs assessments did not explore intersectional vulnerability, exclusion and gender-based constraints. However, the evaluation shows that the intersectional, multiple vulnerability and gender-based constraints were assessed and addressed primarily through personalized and contextual approaches of labour counselors during the provision of supported employment services. Labour counselors' interventions in each of eight municipalities were based on thorough needs and aspiration analysis of each individual PwD. Some of the labour counselors' statements, confirmed through interviews with KIs and their families, illustrate responses to the needs:

'We support a girl who lives with a single mother. I organize regular transport for her and other persons whose parents are employed.'

'My children couldn't go to work without help of labour counsellor - we work...or do not have a car...'

'Our family lived in isolation, in a remote rural area and poverty. We cannot spend a lot of time outside of the house because our children need continuous care. Our labour counsellor proposed income generation through agricultural activities. That was the best solution in accordance with our needs and aspirations.'

Finding 3. The project objectives were also consistent with strategies for improvement of the positions and BiH human rights commitments and the BiH/United Nations Sustainable Development Cooperation Framework (UNSDCF). Its implementation supported the country in meeting international commitments in relation to realisation of human rights standards that benefit PwD and foster achievement of several SDGs targets. The relevance of the project objectives is evidenced in the reports and recommendations for BiH of the human rights treaty bodies, national institutions and expert analytical reports.¹ Persons with disabilities, especially persons with intellectual disabilities are among the most socially excluded social groups in Bosnia and Herzegovina. They are vulnerable and exposed to intersectional discrimination and violation of the rights in all areas professional, public and private life. Income generation and employment of persons with disabilities is one of the main preconditions for their social inclusion and empowerment. This is confirmed by all PwD and their families, as all their statements about project relevance can be summarised around the fulfilment of the needs and rights for social inclusion and economic empowerment, as presented below:

'They are happy: to go to work...to sell products...as they drink coffee on the breaks, in the cafes...got new friends...and not lonely...feel respected...make people happy and satisfied...'

'They are also satisfied with income: as they feel secure...Independent...as they could buy new wash machines...buy and prepare food...as their family earn income...'

My Work project is also relevant to Agenda 2030 as it directly contributes to 'Leave no One Behind', a core principle of Agenda 2030. It also envisaged empowerment of PwD from a human-rights based perspective, addressing individual and contextual constraints and building capacity of not only persons with disabilities, but also employers and other key actors to support social inclusion and economic empowerment. The project contributes to the

¹ Report of the Institution of Human Rights Ombudsman of Bosnia and Herzegovina on the implementation of the UN Convention on the Rights of Persons with Disabilities, 2020, Institution of Human Rights Ombudsman of Bosnia and Herzegovina https://www.ombudsmen.gov.ba/documents/obmudsmen_doc2020040610242215eng.pdf

Institution of Human Rights Ombudsman of Bosnia and Herzegovina, 2018. Special Report on the Status of Persons with Intellectual and Mental Disabilities in Bosnia and Herzegovina.

https://www.ombudsmen.gov.ba/documents/obmudsmen_doc2020040610242215eng.pdf

realization of the Agenda 2030, primarily SDG 3 – Good health and well-being, SDG 8: Decent work and economic growth, Goal 10: Reduced inequalities and Goal 16. Peace, justice and strong institutions and cross-cutting goals of the Czech Development Cooperation, primarily human rights and good governance. The My work project is in line with 2021 – 2025 Strategic Development Cooperation Framework (SDCF) of Bosnia and Herzegovina, in particular with SDCF priorities/outcomes: I. Sustainable, resilient and inclusive growth and II. People centred governance and rule of law.

4.2 Effectiveness

Did the project achieve planned objectives? What if any, alternative strategies would have been more effective in achieving the project's objectives? Have the activities delivered created an effective foundation for the meaningful changes in the area of employment of PwD in the open market and for improvement of the status of PwD in general?

My Work is an effective drive for economic empowerment and improvement of status of PwD. This section will mainly adopt contribution analysis approach to assess project results chain from levels of activities to results and results to Specific Objective: To enhance economic opportunities for PwD in 8 target municipalities of BiH and Overall Objective: Enhancing the status of PwD to exercise their rights in BiH society. The analysis will be triangulated with the findings from primary research.

Result 1: Enhanced provision of supported employment services to PwD

Indicator	Planned	Status of the achievement
# of PwD who used the supported employment service established by the project	70 Initial target: 120	88
# of PwD who gained and retained their new employment for at least 6 months as a result of the employment service established by the project	Modified target: 21 Initial target: 50	23 (19 with plus 4 without contract equivalent with full-time employment)

Both indicators' targets of the Result 1 have been completely achieved. The first indicator disaggregated by different supported employment service interventions is presented in table below:

	2020		2021		2022		Number of beneficiaries
Education-(pre)qualification							
Internship	3		15		3		21
Disaggregation by gender	Men: 3	Women: 0	Men: 9	Women: 6	Men: 3	Women: 0	
Open Labour Market	0		1		16		19
Disaggregation by gender	Men: 0	Women: 0	Men: 3	Women: 0	Men: 5	Women: 11	

Transition from School to Employment	0		4		6		10
Disaggregation by gender	Men: 0	Women: 0	Men: 2	Women: 2	Men: 5	Women: 1	
Supported employment service	20		36		31		88
Total							138

Finding 4. Supported Employment Service (SES) and other integrated and related activities, tailored to the context of Bosnia and Herzegovina during the project implementation through work of Labour Counselors, produced real changes in terms of empowerment of PwD and ensuring the supportive environment. The Labour Counselors work and SES should be also in focus in the next phase of the project.

Activities including Internship, Transition to School and Income Generation have achieved their targets without any difficulties, as they have been proven to be flexible and highly effective for both beneficiaries, their families and employers in the context of eight LGUs. The activity 'Employment at open labour market' was lagging behind in the first period of project implementation, by Mid-term Evaluation. However, by the end of the project this activity overreached the target of planned 21 PwD employed at the open labour market. It is important to note that evaluation team, in addition to full-time employment obtained for 19 persons, decided to include other work modalities, as they were found to be relevant for PwD, their families, and LCs, as will be elaborated under the findings on MEAL. This is because the full-time employment is not always in line with PwD needs, and also employers' capacities. It is recommended that the project team and donor review this indicator and discuss what employment modalities could be integrated in this indicator. Although the achievement of this indicator was influenced by several negative contextual factors such as worsen employment and economic opportunities due to the COVID-19 consequences and recently, war in Ukraine, the project implementing partners managed to over-achieve the target. This may attribute to two key factors: established cooperation with Bingo, one of the biggest hiring companies in BiH and inclusion of internship as a part of supported employment service. The annual review of the achievement of this indicator, as presented in table above, indicates that LCs were gradually successful in supporting PwD to find employment in the open labour market.

Finding 5. Internship was found to be one of the main drivers to the results, and should be extended in the next project phase.

Internship should be included in each individual employment process, either in the open labour market or in public sector. All labour counselors and employers stated that the internship has crucial influence on both increase in employability skills of PwD and increase awareness, knowledge and support as well as reducing prejudices among employers, human resource managers and colleagues.

Recommendations based on lessons learned confirmed from the interviews with key informants, their families, labour counselors, employers and implementing partners are the following:

We had time to find the best suitable tasks and to develop technical skill of interns. During the internship, we discovered a number of competences PwD had or could be easily developed. We were learning together what the most suitable and most productive job description was. We also

noticed that the persons with disability increased productivity directly or indirectly, through the positive image of our enterprise and through their influence on good working environment.

It was very hard to employ PwD without internship and according the needs of both employer and potential employees. The employee's learning is the most productive at the work place. The employers also needed support to recognize the competencies and potential. It was always the process. Vast majority of labour counselors extended their support until they concluded that their service was not needed any more.

The common recommendations coming from the experience in eight municipalities was to devote more resources, both financial and time for the internship scheme. Depending on the complexity of the tasks and individual assessment, internship duration may vary, but it should not last less than three months.

It is also recommended to make supportive employment model more flexible and comprehensive. Labour counselors recommended that supported employment model should be extended to include: obligatory internship, as well as education, transition from school to employment, and tailored accelerator programme, depending on the need and contextual factors.

Result 2. Enhanced entrepreneurship and income generation schemes benefiting PwD

	Planned	Status
2.1 # representatives of companies participating in the accelerator program able to specify how they will apply the acquired knowledge in their work	Revised target:15 Initial target: 120	15
2.2 # of new net jobs (full-time equivalent) (occupied by PwD and non PwD) created by companies participating in accelerator program within 6 months of completion	Revised target: 5 Initial target: 10	2
2.3 # of PwD supported by the project to generate income	Revised target: Initial target: 15	22
Main Activities		
A 2.1 Supporting income generation activities of PwD A 2.2 Running an accelerator program for business with focus on PwD employment A 2.3 Workshop for business selected for accelerator on inclusion of PwD		

Finding 6. Accelerator programme has strong potential to contribute to the realisation of the project objective, but should be tailored according to the lesson learned and in consultations with Labour Counselors.

The first two indicators of this result supported by Activity 2.2 and Activity 2.3 has been achieved by mid-term evaluation. However, as evidenced in the project documentation and elaborated in the mid-term evaluation report, the project team has faced several challenges to achieve this indicator. These challenges included issues to attract the planned 15 representatives of enterprises to participate in the workshop, which was probably caused by low interest of big companies to participate in the 5 days training and/ or because low awareness among employers on mutual benefits from employment of PwD. The project team effectively reacted and resolve the issue as they organized additional online training for 5 companies and accept both start-ups and big companies to participate in accelerator programme. The workshop programme and methodology was tailored to the needs of mixed participants, instead for only large companies, as initially planned. Although enterprises highly valued the workshop program, they also stated that that separate education program should be tailored to both the start-ups and larger companies. The companies participated in accelerator programme also argued that the criteria for grant support was complex and that the grants amount should be increased to produce long-term, sustainable changes.

The second indicator of this result did not reach its target, although indicators for Activities 2.2 and 2.3 were achieved. Two companies received grants and mentoring support. They

employed two persons with disabilities. Although this indicator did not reach the planned target, accelerator programme was valued as having strong potential for employment of PwD in both mid-term evaluation and interim annual report. According to the field visits and interviews with labour counselors, key informants and their families, the final evaluation found that labour counselors implemented a kind of accelerator programme. They actually provided in-house capacity building activities, mentoring and coaching to both PwD and employers. Employers participated in the project experienced that employment of PwD has brought mutual benefits to their companies such as more friendly and productive working environment, increased visibility at least in the community and positive image. These factors contributed to increased business development.

Main lesson learned is that these companies can be leaders and this element of supported employment service may be the basis of the accelerator programme in the next phase of the project. The companies that participated in the project could become trainers of trainers or mentors for other companies from their sectors. Trainings could be organized through business or employers' associations. The project could also develop guidelines for the employment of the persons with disabilities in specific sectors for both employers, human resource managers and employers and in this way shortens the duration of training and possibly attracts more companies' representatives for the subject. It is also recommended from the majority of respondents that the project improves its visibility and communication strategy and especially related to the demonstration of mutual benefits for employers, promotion of employers and marketing of their services and products.

Income generation support was valuable by participants and members of their families as they brought positive changes in terms of social inclusion, self-respect and confidence of PwD and improve income generation, especially of those PwD exposed to multiple marginalisation. However, the main recommendations coming from PwD, their families and labour counselors were around extended funds and time as well as providing access to market and value chain actors.

Good practice examples include inclusion of families involved in agricultural production in producers' associations, placement of the products in galleries, and promotion of income generation services in community and among LGUs duty-holders.

Result 3: Strengthened Advocacy Efforts on Inclusion of PwD in Employment and Society

	Planned	Status
% of capacity building trained participants involved using newly acquired knowledge for the promotion of rights of PwD	70%	71.66%
# of joint advocacy actions involving self-advocates and other target groups	33 <i>Initial target: 21</i>	45
Activities A 3.1 Research on inclusion of PwD in employment A 3.2 Training self-advocates and their families/guardians on rights of PwD A 3.3 Capacity building of students on inclusion of PwD A 3.4 Implement joint advocacy action of Self-Advocates, their families/guardians and students for PwD employment and inclusion A 3.5 Advocacy for systematic change		

Targets for Result 3 are met and overachieved. Project faced challenges during the implementation of advocacy for systematic changes, which was elaborated under the Finding 7 of this report. PwD Capacity building activities for students, self-advocates and their families/guardians have not only met quantitative indicators, but also have brought long-term result reflected in attitudinal and behaviour changes among both students and self-advocates.

Some important results include that deserve enhanced visibility:

'At the university, we also analysed the legislative framework for improvement of PwD. We found many gaps, including in terminology and definitions of disabilities,' stated a university student.

This is evidenced not only by the number of the joint advocacy actions, but also by results of those actions:

As a result of joint and student's advocacy actions, some duty-holders started to lobby for the changes or undertake immediate actions such as employment of PwD.

Key recommendations and lessons learned coming from students and self-advocates are the following:

The next phase of the project should be extended to other universities, among other students, including technical faculties and secondary school students. We have learnt a lot from self-advocates not only about their position, but also about their potential. We should also organize advocacy at the municipal level, especially in those municipalities without university centres. We should be aware that the position and isolation of PwD is more disadvantaged outside of Banja Luka and Sarajevo.

Self-advocates are main leaders of change. They overcame many barriers and they can serve as a role model for others. Their role should be strengthened and they should be consulted when planning advocacy, especially those interventions related to systematic changes. Self-advocates should be included in the work of National Platform/Working Groups.

However, key lessons learned of the project is around advocacy for systematic changes. Final evaluation found that the project teams put a significant resources, time and efforts to initiate changes and socially mobilise important actors and duty-holders. They made important step forward, but faced external challenges and could not mitigate contextual risks such lack of accountability and complex and fragmented governance structured. For example, project established important cooperation with Institution of Human Rights Ombudsman of Bosnia and Herzegovina. However, it is not rare that BiH authorities do not implement recommendations. The project should redefine indicators for overall objective and tailor it to the context of Bosnia and Herzegovina.

To what extent the project contributed to definition of priority changes in the legislation and how?

Finding 7. The project has contributed to definition of priority changes in legislation and built unique multistakeholders' potential to initiate priority changes in legislation and implementation, but consultative strategic planning and advocacy for systematic changes require more resources and continuous consultations, lobbying and social mobilisation efforts.

The Recommendations for Systematic Changes Report, produced by partner organisations ProReha, Sumero and Nešto više in 2021, contains recommendations for the higher levels of government and are in line with the concluding observations and recommendations of relevant UN Treaty Bodies and the recommendations of Institutions of Human Rights Ombudsmen of Bosnia and Herzegovina.

The recommendations for systematic changes were adjusted with recommendations for actions that can be taken in order to create an environment that will support systematic changes were developed according to the situation analysis "Report on the state of Inclusion of PwD in employment". These recommendations served as a basis for consultations at the National Platform/Working Groups, which developed five recommendations for legislative changes, three for Federation of BiH and two for Republic of Srpska.

Lessons learned systematised from interviews and consultations with labour counsellors, partners' organisations staff, and persons with disabilities, local civil society organisations, employers, and duty holders from local level are very similar and can be summarised as follows:

Systematic changes should include introducing and strengthening the role of labour counselors at the local level, who should be positioned in the Employment Office (as defined by the law), and mandated to lead the entire process of supportive employment and coordinate work of relevant institutions, including employment offices, centres for social work, and municipal authorities.

The supported employment service adopted to the context of Bosnia and Herzegovina should contain the following steps : Individual capacity assessment of persons with disabilities; identification of employment opportunities and employers; organise internship which should last at least three months; providing support, capacity building and mentoring of employer, management structures and other employees and person with disabilities; monitor and supervise the changes; if necessary, provide work assistant; organise regular consultations with persons with disabilities, their families and support structures, and with employers; in the case of employment, provide support as long as needed.

Professor from the faculty of Political Science in Banja Luka, suggested that the My Work project should organise strategic planning for influence at the beginning of the next phase of the project. The strategic planning for influence should be comprehensive, systematic, multi-initiative plan which will entail bottom up and top-down approaches, operational plans, different measures, and division of roles and responsibilities. Experts such as coordinators from the faculties of political science should be the leaders of the planning process, and should also provide expert support in development of the specific initiatives.

Partner organisations suggested that the development of comprehensive action plan for systematic changes should be the priority in the next project phase and should include also local level of governance.

Many stakeholders involved in evaluation agreed that it is important to emphasize the potential(s) of a person but not disability. „Children with development difficulties, when do not have adequate support, become persons with disabilities “, stated a professor of FPS in Sarajevo.

All respondents agreed that advocacy for systematic changes is the process that requires more resources in terms of human resources, financial support and time.

Was the monitoring and evaluation of the project effective? Was the intervention adjusted to address any concerns and maximise effectiveness?

Findings 8. One of the main shortcomings of the My Work project is the lack of systematic monitoring and analysis, primarily caused by lack of capacities among project team, in particular MEAL Officer.

Lack of systematic monitoring and evaluation is one of the key factors that affected all aspect of project implementation, and project cycle management. Exception are all capacity building activities, including training, workshops and mentoring sessions that were accompanied with analytical evaluation reports, which resulted in appropriate interventions and maximised effectiveness.

The final evaluation found the following key lessons learned:

Project design is not adequately tailored to the context of BiH. Some of targets are too ambitious, due to inadequate identification of risks and assumptions, relevant to the context of BiH, and unforeseeable risks such as Covid-19 and war in Ukraine.

Indicator of Overall Objective ‘number of successfully adopted measures in line with EU acquis and other relevant standards’ does not take account risks relevant to the context of BiH such as lack of accountability and fragmented and complex governance structure. In this regard, definition of ‘adopted measures’ should be clarified and revised to entail external risk. It may be related to adoption of comprehensive strategy and action plan to produce these changes and build capacity of the Working Groups to lead this process.

The quantitative indicators did not capture key achievements of the project such as increased social inclusion, and changes in attitudes and behaviour among important actors.

Reporting procedures do not capture means to achieve results and lessons learned. For, example, the project would benefit if Labour Counsellors would report changes in attitudes and skills, changes in supportive environment and lesson learned. Labour counsellors’ regular reports contain information on beneficiaries, activities and incomes. However, field research indicated that the vast majority of labour counselors drafted comprehensive reports on changes that occurred along the process.

Indicator of employment should be redefined to correspond better to the needs of PwD as some of them cannot work full-time as well as to the context of BiH, and to capture different forms of part-time work and engagement.

The project will also benefit from organized consultations with and among key agents of change and empowered PwD.

Have the initial assumptions strengthened or weakened the project design? How?

Finding 9. Two out of three initial assumptions weakened the project design and important assumptions were overlooked, primarily due to the lack of a comprehensive rights-based analysis in the complex, fragmented governance structure of Bosnia and Herzegovina and unforeseeable risks including Covid-19 pandemic and war in Ukraine.

The main factor that weakened the project design, but also the project MEAL plan and reporting procedures is the lack of comprehensive rights-based situation analysis. Consequently, the project targets appeared to be too ambitious and had to be revised during the project implementations. Out of three key assumptions of the project design, only the first one strengthens the project design.

Initial Assumption 1: NGO Service providers are interested/motivated to develop further the supported employment services.

This assumption is one of the main factors that strengthen the achievement of the project goals. Service providers acted as the main supporters and resources for labour counsellors in organizing, planning, tailoring and implementing supported employment services and income generation activities.

Initial Assumption 2: Economic situation in BiH does not deteriorate significantly

The second assumption weakened the project design as economic situation in Bosnia and Herzegovina deteriorated significantly due to crisis caused by covid-19 pandemic and war in Ukraine that could not be foreseen during the project design. The employment opportunities were limited in Bosnia and Herzegovina before these crises, among general populations, especially women and youth. Persons with Disabilities, and among them female with disabilities have been and persons belonging to other marginalized group have been in the extremely disadvantaged position even before economic situation deteriorated. During the implementation phase, the project mitigated risks, but initial assumptions have weakened the project design.

Initial Assumption 3: Political stability allows engaging decision-makers

This assumption is not adequate to mitigate several risks regarding political context of BiH that are not properly identified, including horizontal (sectoral) and vertical fragmentation of the government, lack of accountability and cooperation among duty holders. The assumption also neglected the fact the elections in Bosnia and Herzegovina are accompanied with political disputes and instability and hamper the work of duty-holders, both ministries and responsible institutions, especially those mandated for decision-making.

The institution for people with mental invalidity in Pazarić came into the focus of the Bosnian public at the beginning of September 2019, the now former director of this institution in the Parliament of the Federation of Bosnia and Herzegovina told that the residents live and the employees work in impossible conditions and about embezzlement of allocated funds. The incident additionally caused caution and made it difficult to involve stakeholders in the project.

How were the available resources and stakeholders coordinated within the project? Were any synergies established?

Finding 10. Selection of experienced and expert partner organisations and service providers contributed significantly to effective coordination and project achievements.

Management has selected a highly professional and dedicated partners with expertise and experience in Bosnia and Herzegovina, which is one of the main factors to take into consideration when analyzing effective reaching of the results.

„A special feature is the extremely good combination of partners on the project where everyone is excellent in their scope of work and responsibilities, so "Sumero" in the deinstitutionalization of people with disabilities, "ProReha" in professional rehabilitation and "Nešto više" in finding ways of inclusion," said Czech Embassy representative.

Review of the project annual reports, mid-term evaluation and training evaluation reports confirmed that the external expertise during the project contributing significantly to the project results. All capacity building activities were delivered at high-professional standards and tailored to produce long-term, empowering results.

Finding 11. Due to effective coordination among project partners, the project team manage to address the challenges steaming from funding insecurity and occasional insufficiency, to mitigate unpredictable risks and overcome issues of understaffing.

High fluctuation of human resources at the time when team was under-capacitated resulted with a weak MEAL system in place and capacity of project staff to get more in the area of strengthening synergies with important municipal actors. MEAL Officer has just recently joint the project, while PIN Project Manager, due to the lack of staff had to be involved in other activities and to coordinate with components of the project. The similar situation was in partner organisations.

The major negative factor was found to be lack of smooth financing and allocation of fund on short-term, annual basis. This is even of more important when the project design offers a comprehensive approach to the multi-dimensional issue of PwD economic empowerment and is complex in terms of the multitude of compound components with a total of 14 activities as well as geographic coverage.

Finding 12. Some important synergies were established and strengthen as results of the project and partners' positive reputations, but they have not been scaled up, except the synergy between students and self-advocates resulted in the scaling up and sustainability.

Evaluation revealed that synergies with and among duty holders, decision-makers and other key actors such as employers and civil society organisations providing services and or representing the rights and needs of PwD are found to be very important factor to boost achievements of project results and objectives.

During the course of project, labour counsellors were increasingly coming leaders in synergy building. They have built project synergy with beneficiaries, employers, have strengthened synergy with CSOs, and between PwD and employers. In several municipalities, they established cooperation with the municipal authorities. Synergies established at the municipal level have not been recorded due to the lack of more regular monitoring and evaluation and more systematic reporting procedures caused by lack of MEAL staff.

Synergy between and among students and self-advocates which were scaled up and resulted in the establishment of the Facebook page *Želim biti dio društva* ("I want to be a part of the society") and the establishment of civil society organization.

4.3 Effectiveness

To what extent have delays in implementation affected the overall project progress and has this been addressed efficiently?

Finding 13. Despite the delays in implementation which affected project progress, the project management and implementing partners made adjustments in planned activities, as well as in the log frame and reached majority of targets efficiently; however, the adjustments would be more efficient with more systematic approach, including enhanced MEAL.

The delays in funding and overall financial situation hampered strategic approach and was forcing the project management and team to dedicate substantial efforts to overcome delays in funds allocations which remains one of the major challenges to strengthening human resources and strategic approach. To become more efficient, process of funds approval from donor should be smoother, tools of communication with donor might be improved and provide more time for both to adequately provide visibility of project activities that is very important for donor and PiN.

A good way to improve efficiency would be to select objectives for pilot project at local level where rights of PwD are exercised and further replicate at higher administrative or geographical level. Therefore, the efficiency would increase of this approach in the way that adaptations that have been made to the methodology in one local community could have been rapidly adopted in other regions.

The complex project design should look for the co-financing from multiple donors after joint research with Czech Development Agency who else might be interesting in such activities.

Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Finding 14. Human resources and expertise were allocated strategically to achieve outcomes, but lack systematic and continuous monitoring and evaluation accompanied with insecure and delayed funding negatively affected strategic approach.

Project 'My Work' has set up a dedicated, experienced organizational architecture to support persons with disability empowerment. The effectiveness of the organisations was affected by the lack of human resources to coordinate with complex components of the project in both PIN and partner organisations.

The evaluation found evidence of systematic approach to build internal capacity of implementing partners to strengthen their expertise in employment of persons with disabilities. The strategic approach to selection and capacity building of the labour counsellors is one of the main factors that strengthen the achievement of the project objectives. There is also strong evidence to strategic approach to external experts' human resources management. Capacity building activities, including training and mentoring sessions resulted in real empowerment of the labour counsellors and self-advocates, which is evidenced through project documentations and confirmed during the interviews. One exception, according to the evidences from the project documentations is lack of strategic approach to systematic changes, especially in relation to misbalance between funds allocated and low level of the achievements of the results.

More systematic approach to time management was recommended primarily from income generation beneficiaries, especially those from rural areas, who gain support for agricultural activities. Professor of FPS Banja Luka stated that the calendar of the advocacy activities was not aligned with academic calendar, especially regarding the obligations of students regarding exams. Regarding the time management, he emphasized that the PIN should be aware of the internal procedures of the faculties such permission from the faculty decision-makers.

Regarding financial resources and time management, all interviewed staff, labour counselors and families, agreed that they would allocate more time and financial resources to internship and the

capacity building of the employers before and during the internship programmes. Interviewees, including labour counsellors, employers as well as persons with disabilities and their families and support networks commonly reported that the internship accompanied with capacity building of employers should be longer.

Inappropriate timing caused mainly by delay in fund, but also slow process of budget approval and allocation hampered progress of income generation activities. Most of the income generation activities are sessional. In addition, agricultural activities have sessional schedule. The small grants for income generation activities were delayed, causing risks and hampered progress, development and consequently income generation. In addition, the amount of grants for income generation for agricultural activities was found to be satisfactory for substance production. In similar vein, grants for income generation activities in towns was not satisfactory to ensure business development. During the final evaluation, respondents confirmed the findings from the mid-term evaluation that more funds should be devoted to the income generation activities.

The advocacy for systematic changes requires more time and financial and human resources. Expertise of project partners and experts such as faculty coordinators, self-advocates, students, employers and labour counselors should be fully utilised.

Have risks been considered and managed in a proactive, timely and effective manner?

Finding 15. Risks are managed in a proactive, timely and effective manner; however, they do not fully reflect context of Bosnia and Herzegovina.

The risk, risk mitigation and initial assumption as presented in the original and revised Project Narrative:

Risk	Impact	Probability	How to minimize the risk	Evaluation of Risk Assessment and Risk Mitigation strategies
Lack of political support for policy changes for enhanced employment	Moderate	Moderate	Working with and empowering relevant governmental bodies and creating partnership. Demanding responsibility and accountability through all available tools/channels. Result 3 is dedicated to advocacy engaging decision makers.	The My work project have been taken the following effective measures to mitigate the risks: -officialised the involvement of public sector representatives in the Working Group -Built cooperation with Institution of Human Rights Ombudsman in BiH Recommended mitigation strategies: Strategic, comprehensive approach Applying dual approach, introduce measures for bottom up approach Conduct stakeholders analysis, also at the lower levels of government Include supporters, especially from the business sector Organise consultations with different stakeholders in developing action plan Define roles and responsibilities Demonstrate mutual benefits Use the supportive employment model and advocate for the inclusion of labour counsellors role Build partnership
High level of prejudice towards PwD	Moderate	Moderate	Labour counsellors will work with employers to reduce stereotypes and prejudice	Labour counsellors will provide support-capacity building to employers, employees along the processes of internship and employment

				<p>Include internship as an obligatory element in the process of supportive employment</p> <p>Ensure visibility and promote mutual benefits for employers, especially the positive influence on productivity and marketing.</p> <p>Promote competencies and potential of persons with disability.</p> <p>Involve employers in advocacy activities</p> <p>Promote companies and organize marketing activities for the companies</p>
Lack of socially oriented viable enterprises in BiH motivated to employ PwD	Moderate	Low	In case not enough viable businesses open to recruit people with disabilities will be recruited for the accelerator, the project will re-direct its resources to other project components supporting economic opportunities for PwD	<p>Mid-term evaluation concluded that this risk have been has been miscalculated and connected it with the difficulties to find more participants for the accelerator programme. According to final evaluation, the lack of interests for accelerator programme might come from low interest from employers to participate in the training programmes, lack of time and lack of interests for funds. The final evaluation found that not only socially oriented enterprises in BiH were motivated to employ PwD, but also enterprises which participated in the project and experienced mutual benefits from the employment of PwD and recognized their competencies and potential.</p> <p>The number of the enterprises in BiH motivated to employ PwD could increase through demonstration of the examples of good practices, competencies of PwD and mutual benefits for the employers such as productivity, increase in good work atmosphere, visibility and positive image of the enterprise.</p>
COVID-19 consequences	Moderate	High	<ol style="list-style-type: none"> 1. Follow protective measures, abide by relevant Ministry guidance, Using PPEs. 2. Mapping of “safe” companies, that are using precaution measures; (A2.2) 3. During implementation: 4. Activities conducted in small groups with enough space for physical distance (halls with capacity for 50 	<p>The mitigation measures followed protective measures and in the same time undertake quick solutions which prevent delay of the capacity building activities. The successful mitigation strategy to consequences of COVID-19 ensure the successful achievement of Result 1 and 3.</p>

			<p>people used for 15 persons max)</p> <ol style="list-style-type: none"> 5. Outdoor activities if the nature of activities and weather permit 6. Video platform meetings, when direct contact is not absolutely needed; 7. Use of protective gear gloves, masks, disinfectants, visors (When needed. This could be applied in situations when labour counselors work on one-to-one mode A1.4). 	
Low number of adequate employment opportunities	Moderate	Moderate	In case employment options are not available for PwD, more resources of the project will be redirected to income generation opportunities	<p>This risk is properly identified and will likely to pertain or even increase for the general population, and especially for persons with disability and other marginalised and excluded groups.</p> <p>The risk mitigation strategy might include proactive engagement of the implementing partners such as support enterprises, CSOs organisation to apply for funding under the public calls of entities Funds for Professional Rehabilitation of PwD. Following good practice example, implementing partners could research opportunity to sign MoUs with Funds.</p>

Important risk, highly relevant in the context of BiH, is the fact that sometimes PwD are reluctant to work because of fear to lose social protection benefits. In this regard, some labour counselors and project team staff recommended to advocate for so called grace period, a period in which persons with disabilities who find employment will retain their social benefits.

4.4 Impact

Did the project make a significant contribution to broader and long-term development impact?

Findings 16. The project made a significant contribution to broader and long-term development impact at micro level; it contributed to social inclusion and (economic) empowerment of persons with disabilities to claim and exercise their rights and created supportive environment, mainly among enterprises involved in the project and to some extent at the municipal level.

The project impacted at the individual level PwD and their families – all respondents reported increased social inclusion of PwD. However, different elements of social inclusions are not systematically captured due the lack of systematic and continuous MEAL.

The project achieved impact in two areas: directly, as a result of capacity building activities to labour counselors, students and self-advocates and the supported employment to

persons with intellectual disabilities, and indirectly, as a result of advocacy activities initiated by self-advocates and students who took part in the training activities.

Although such elements of potential and elements of impact at micro level could be identified, the project's impact on macro level, including elimination of negative perception and systematic changes was less clear.

Training activities undertaken by the project helped motivate students and self-advocates to take different advocacy and empowerment actions, and has developed skills enabling them to do so.

The key impact of the training has been to contribute to changes in attitude among participants: interviews showed that many participants who had previously felt unable to contribute to social change were persuaded to take action, while those who had wanted to act were better informed about ways in which they could influence governance. The training also increased skills, and contributed to participants' understanding of the value of cooperation and coordination among and within students and self-advocates.

In terms of systematic changes, the project could have been more impactful if it had been more systematically planned and targeted local officials; demonstrated mutual benefits from employment of the persons with disabilities; and built and expand the network of supporters, primarily from the business sector. In addition, the project could be more impactful if it influenced the implementation of the existing affirmative measures:

Specific recommendations coming primarily from the employers and labour counselors to the partner organisations are to provide expert support to potential employers related to development of applications for the entity Funds for Professional Rehabilitations and to advocate for the inclusion of internship and training into active labour employment measures.

Common recommendations from all stakeholders is to raise awareness and build capacity of local authorities and institutions to implement supportive employment service. Labour counselors will open door to systematic changes through the strengthening and introducing the coordinating role of the labour counselor.

Were there any unintended impact and/or side effects of the project activities (positive or negative)?

Finding 17. The project has produced positive effects as it socially mobilised and brought together a variety of stakeholders from both entities, contributing to overcoming social distances and prejudices about others in a divided BiH society.

In 2021 the network expanded to 5 universities and many students thanks to (social) media and as such it was taking the characteristics of a movement for rights of PwD during Midterm Review and continued with activity after.

The added value of the project was that it has brought together all stakeholders from both entities, which is especially important in case of students and self-advocates, as well as decision makers and in this way unintentionally contributed to overcoming “prejudice about the others” in a divided BiH society.

Partnership was established with Sarajevo Open Centre on the support of certification of companies from the aspects of rights of LGBT, women, minorities and PwD and. among other partners, PIN was covering the aspect of PwD.

4.5 Sustainability

To what extent are the benefits generated by the project likely to sustain once the project ends? What were major factors helping or hindering implementation? Are they likely to continue?

The sustainability of economic benefits from the employment is clear, while the sustainability of economic benefits through income generation will only be visible through data on the survival rate of income generation activities.

Finding 18. The evaluation found that the PIN BiH and the project partners were able to ensure ownership of majority of the project results, however, to ensure meso and macro ownership it would be necessary to: introduce supported employment service into cross-institutional official mechanism and formalise role of the labour counsellor; to formalize and expand and network of employers to promote further economic empowerment of PwD in the private sector and to join action for systematic changes; expand network of supporters of the national platforms/working groups.

Evaluation found evidence that the project was able to achieve a high level of ownership among beneficiaries and stakeholders who are able to disseminate further the results achieved by the project and/or who are equipped to continue their work. Under Output 1, the pool of 8 labour counselors was created ensuring that there is a capacity in place to for supported employment service. The resources that were developed to support economic empowerment of PwD such as supportive employment model and labour counselor role produced changes at the micro and municipal level and should be formalised.

There is a certain level of evidences that enterprises will continue supporting economic empowerment of PwD. The representatives of enterprises interviewed and evidences from project annual report and mid-term evaluation emphasize the importance of formalising and strengthening supportive employment model. It was also emphasized by variety of participants, including employers, persons with disabilities their families, partner organisations and civil society organisations and experts that it is necessary to increase engagement of employers in communication of results of internal changes made to practices and mutual benefits of that for the enterprise, especially regarding productivity. This can both facilitate recruitment of the new enterprises to join the network of potential employers and to join as supporters of Output 3. According to interviews, showcasing and more through and broader demonstration of benefits should be expanded and broaden through a variety of channels and mechanism and variety of tools and mechanisms.

The labour counselor work will be sustained through placing their role as a main coordinator of the multi-institutional mechanism composed of the Employment Office, Center of Social Work which will jointly model of supportive employment. This should increase accountability of duty holders for economic empowerment of PwD and further increase economic empowerment in both private and public sectors. In this way, the supportive employment mechanism can be institutionalized.

Findings 19. Although the project systematic exit strategy does not exist, the interviews with stakeholders revealed that there is ongoing discussions and elaboration of actions to strengthen sustainability of results in the project planning as well as strong potential for project sustainability among agents of change.

The Recommendations for Systematic Inclusion of Persons with Disabilities and State of Inclusion of Persons with disabilities, as well as recommendation from National Platform/Working Groups provide initial foundation for systematic changes. However, lack of thorough needs assessment at the beginning of the project, and comprehensive stakeholders' analysis did not allow the project to identify strategic partners that could overtake respective activities such as provision of services to persons of disabilities, social mobilization of enterprises to join both influence on social changes and get involved in economic empowerment.

Partners of the project, labour counselors, students and self-advocates will be able to scale up the results of the project due to their own increased capacities. However, the project lack financial sustainability. Although project partners can obtain some financial benefits through the work of their social enterprise, the project lacks financial sustainability as the functioning of PIN BiH and implementing partners organisations largely depend of donor support.

The evaluation found that the project has strong potential to expand cooperation with the municipal authorities and institutions, and upscale results of the project.

5 Conclusions

The final evaluation of 'My Way' project sought to answer questions under the criteria of relevance, effectiveness, efficiency and sustainability. The evaluation added rights-based and gender-responsive criterion in order to identify findings related to the social inclusion and economic empowerment in the context of complex institutional, legal and governance structure of Bosnia and Herzegovina. The conclusion presented below are based on the analysis of the project documentation and the data from the interviews and recommendations from the stakeholders. The project partners and stakeholders were encouraged provide their recommendations, which are included in the final report. The project partners also commented on the validity of conclusions during the presentation of the preliminary findings and their feedback was considered in the final report.

Conclusion 1. The project design responds to the needs, rights of the PwD, and the commitments of the Bosnia and Herzegovina to achieve inclusive economic growth and ensure realisation of the rights of persons with disabilities and strengthen their social inclusion and voice. To that end, the project promoted positive changes in relation to essential drivers of PwDs' economic empowerment such as supportive business culture and practices and anti-discriminatory and supportive legislative and policy framework that increase access to decent work and income generation. At the same time, implementation of the project emphasised the need to focus more on the reducing root causes of social and economic exclusion of persons with disabilities such as adverse social norms and stereotypes, including especially among employers and duty-bearers, decision-makers and responsible institutions as well to intersectional or multiple exclusion of PwD.

Conclusion 2. Applying and tailoring the supported employment and income generation services by Labour Counselors, the project implementation emphasised the essential need for and unique potential of organising multi-sectoral supported employment services by duty-holders at the LGUs level for ensuring right to work and economic empowerment of PwD. Moreover, the implementation of the project pointed out of the unique potential of synergies created at the local level to produce systematic changes, at least in terms of implementation of the existing legislatives and strategic frameworks.

Conclusion 3. Working on building capacity and raising awareness of employers primarily through in-house capacity building activities and accelerator programme, the project pointed out to the pivotal role that enterprises may play in increasing and scaling up the access to decent employment of PwD, in advocacy for systematic change, sustainability and impact.

Conclusion 4. Using supported employment services and income generation models and tailoring it the local context as a leverage to reduce inequalities and discrimination against PwD and achieving SDG targets, the project implementation emphasized the pivotal and necessary model of multi-sectoral approach to employment and economic empowerment of PwD. It was also emphasized the need for social mobilization and building formal partnerships with key actors such as employers to support economic empowerment and social inclusion of persons with disabilities and to use potential created at the local level for the systematic change- for greater influence on duty holders, including decision-makers.

6 Lessons learned

Some lessons learned were identified by PIN and implementing partners during the project implementation and analysed in mid-term evaluation of the project. However, lack of systematic and continuous MEAL due to the lack of MEAL Officer, negatively affected the project to capture and utilize lesson learned in more systematic and effective way and better utilisation of lessons learned and expertise developed under the project. The final evaluation was dedicated to further explore lessons learned with the project partners and a variety of stakeholders, and invited them to share their experiences, and to provide important insights for strengthening design and implementation of the next project phase. The lessons learned pointed out the criticality of the following interventions:

1. Project is highly relevant to the needs and rights of PwD in Bosnia and Herzegovina, but the project design should be refined to capture risks and assumptions relevant to Bosnia and Herzegovina.
2. Labour counselors may play a leading role to build capacity of the employment offices and multi-disciplinary teams at LGUs to integrate supported employment and income generation models into work of Employment Offices.
3. Supported employment services provided by labour counselors, accompanied with a variety of advocacy activities which resulted in improved cooperation and partnership with institutions and decision-makers at the LGU level may serve as a model and accelerator of systematic changes. This implies the need to involve bottom-up approach in systematic approach in the next phase of the project, primarily in relation to mandate and function of the National Platform/Working Groups.
4. Enterprises which have experienced mutual benefits of the employment of persons with disabilities may play a leading role in accelerator programme. They are well placed to raise awareness of other enterprises and other value chain actors and empower and motivate them to employ PwD and support their income generation. This implies the need to build the capacity and expand the network of enterprises, business associations and value chain actors that are willing and knowledgeable to employ and ensure decent work for PwD and support their income generation.

5. To ensure expansion of employment and support income generation for economic empowerment of PwD, it requires active involvement of private enterprises in communication of mutual benefits of employment of PwD and advocacy. Obtaining data that provides evidences of positive changes that employment of PwD has on private enterprises, together with improved visibility and communication strategy, should become one of the priorities during the next phase of the project.
6. To increase influence on systematic change, it requires active and coordinated involvement of all agents of change, including self-advocates and their families, PwD benefited from supportive employment and income generation, experts from the universities, students, employers and labour counselors and their active involvement in development of strategic approach to systematic changes and corresponding action plans for all levels of government.
7. One of the essential steps in systematic changes in the next phase of the project, partners may produce model of SES and role of Labour Counselors and pilot them at the level of LGUs. Labour Counselors may have leading role in development and tailoring this model and capacity building activities.
8. Strengthening MEAL mechanism and procedures based on updated rights-based situation analysis and consultation with all stakeholders involved in the project, and assign MEAL Officer are crucial for the project success.
9. The project requires to boost and extend financing and to improve budget and time allocation and management in order to improve project achievements, especially impact and sustainability.
10. The project visibility and communication strategy should be improved, primarily to capture and demonstrate changes.

7 Recommendations

The recommendations were developed by the evaluation team through participatory approach -consultations with PIN BiH and implementing partners and key informants such as persons benefiting from the supported employment services and income generation, self-advocates, labour counselors, CSOs providing service support to persons with disabilities, and representatives of employers and experts. All beneficiaries had opportunities to provide their recommendations during the data collection process and they were especially encouraged to share lessons learned. X recommendations presented in the table below are based on the findings from this evaluation and make reference to the corresponding conclusions and lessons learned.

Recommendations 1: Tailor project design, based on stakeholder needs assessment and further consultations with project partners, stakeholders and beneficiaries.

Reference	Recommendation	Priority
	Tailor Project Design to the context of Bosnia and Herzegovina	
Findings: 1, 2, 9	<p>Conduct/update a rights-based and gender sensitive situation analysis, based on consultations with all relevant stakeholders, especially project's agents of change</p> <p>At the beginning of the next phase of the project conduct a thorough rights-based and gender-sensitive situation analysis, including analysis of sub-groups of PwD, especially those exposed to intersectional vulnerability; rights-based capacity and power analysis of stakeholders, including also duty holders at all levels of government, and key actors such as employers and value chain actors.</p> <p>Consult with key agents of change, including labour counselors, self-advocates, PwD to systematically include lessons learned in order to adjust design of the project and specific activities to the context of BiH.</p>	High
	(Re) Design MEAL Plan, including process monitoring	High
Findings: 2, 8, 9, 13, 14, 15, 16	<p>Integrate into the project design key milestones that will reflect the complexity of My Work approach with the special emphasis on assumption.</p> <p>Add indicators that measure means for achievement of the results such as changes in institutional culture of the private companies; changes in the context of the implementation of the legal and strategic framework, and changes in agency, capacity and behaviour at the individual level.</p> <p>Redefine indicator 'adopt systematic change' and 'full-time employment' indicator.</p> <p>Employ MEAL Officer.</p> <p>Assess how COVID-19 and economic crisis caused by war in Ukraine has affected PwD, their income generation and employment opportunities, what needs to be addressed, what interventions are feasible and effective.</p> <p>Develop indicators for gender issues and Leave No One Behind principle to enable female and male PwD, especially those exposed to intersectional exclusion to equally benefit from the project.</p>	
	Organise consultations with project partners and key agents of change in order to define the best strategic approach to crucial project activities such as: supported employment scheme, income generation, accelerator programmes and advocacy	High
	Develop budget and budget allocation plan by activities and outputs	
Findings: 7, 11,14, 15, 18, 19 Conclusions:	<p>Demonstrate evidences for the need to boost and extend financial resourcing of the project.</p> <p>Increase budget and time allocation for internship as a part of SES and advocacy for systematic change.</p>	High

1 Lessons learned: 1,9	Organise consultations with donor to explore opportunities for multi-donor support.	
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Recommendation 2: Systematise and update Supported Employment Model and develop plan for piloting the SES at the LGUs level

References	Develop guidelines of Supported Employment according to experience and in consultation with Labour Counselors
Findings: 4, 5, 18	Develop and define the Role of Labour Counselors and multi-disciplinary team
Conclusions: 2, 3, 4, Lessons learned: 2, 4, 7	Improve capacity building programme for LCs and tailor it to the context of BiH
	Include obligatory internship in SES, extend duration of internship Use the opportunities that are based from unique expertise and experience in practical application of the supported employment schemes and synergies with the employers to scale up access to persons with disabilities through comprehensive approach such as inclusion of the internship and provide support to both employers and employee. For the income generation schemes, use the lessons learned to identify opportunities for access to value chain, including in agricultural and tourism activities.
Findings: 4, 7,	Improve access to value chains of income generation support, boost financial support and planning Continue provision of services to income generation activities and support networking between income generation activities, civil society service providers and important actors in value chain.
Findings: 7	Use the opportunities that are coming from the affirmative measures defined in the legislative framework: public calls of Funds for social rehabilitation and affirmative measures such as Active Employment Measures and affirmative measures from entities entrepreneurship strategies, as well as social entrepreneurship legislation.

Recommendation 3: Tailor accelerator programme as a part of SES: systematise and formalise guidelines, tools and the modes of support provided to both enterprises and persons with disabilities, according to experience and lesson learned from work of Labour Counsellors

References	Develop capacity building accelerator programme such as guidelines and in-house support and tools to employers based on work of Labour Counselors
Findings: 12, 16, 17	Assign adequate budget and resources Modify the guidance and support to different context and settings such as company size, sector, and ownership and so on.
Conclusions:	Collect data to demonstrate what benefits were gained for enterprises. Provide continuous support to employers and employees through internship.
Lessons learned: 4, 5, 10,	Showcase initiatives from within supportive employment activities that promote good practices

	Encourage employers and other partners such as industry association and HR departments to deliver training for other enterprises which will cover more stakeholders and upscale project results
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Recommendation 4: Ensure a systematic and continuous MEAL to allow relevant data collection and analysis and improved communication and visibility strategy

References	Systematic and continuous MEAL
Findings: 1,2, 8, 9, 18, 19 Conclusions: Lessons learned: 1, 8	Update regularly rights-based situation analysis to ensure reliable MEAL mechanism Resource project team with MEAL Officer Review project indicators regularly and improve reporting of labour counselors/from the field. Indicators need to be qualitative and quantitative to measure changes at micro, meso and macro level, including changes in attitudes, behaviour and changes in practices. Ensure process monitoring Redefine indicators to better correspond to the context of BiH and needs of PwD
	Strengthen public communication and visibility to promote the project and widen people’s understanding and benefits from the economic empowerment of persons with disabilities.

Recommendation 5: Ensure systematic, comprehensive approach to advocacy for systematic changes

References	Systematic and comprehensive approach to advocacy for systematic changes
Findings: 6, 7, 10, 11, 12, Conclusions: 1 Lessons learned: 1,4,6, 7, 8	Engage stakeholders to join advocacy in order to better utilise potential developed and accelerate influence
	Develop a systematic strategy Include representatives of all stakeholders, and partnership groups into strategy development Experts such as faculties coordinators, project partners and self-advocates and students should take the leading role in development of the strategy
	Devise action plan composed of all advocacy actions at all level of governance, including LGU level Define roles, responsibilities, methods and tools
	Resource PIN or partners organisation team with Advocacy for systematic changes Coordinator

Annexes

Annex 1 Evaluation Matrix

Questions	Indicators to be used in Evaluation	Methods	Sources
Relevance			
To what extent are the project objectives in line with problems, real needs, capacities and priorities of target groups / beneficiaries (PwD)? Was a needs analysis carried out at the beginning of the project reflecting the various needs of different stakeholders? Did the needs analysis provide information on immediate and underlying causes of inequalities, including capacity assessment of relevant stakeholders Bosnia and Herzegovina (duty bearers, female and male rights holders, and key actors, and (gender) power-relations?	Coherence between needs of the project beneficiaries and the project objectives. Identification of problem in project documentation and response in phases of the project. Baseline and ongoing analysis and response to problem identified through dimensions and phases of project. Key stakeholders' awareness and value to the project. Analysis of PwD in HRs and (international and national) development strategic documents Expert opinions/ Evidences from the interviews	Document Review Stakeholders Interview Observations Attendance at the final conference (panel discussions among stakeholders)	External literature Project documentation Project staff and donor Project beneficiaries External stakeholders, including representatives of the institutions, human rights, expert, activists from institutions and CSOs sector
How were the available resources and stakeholders coordinated within the project? Were any synergies established?	Evidences in the project documents Experience and perceptions of project management teams and donor Experience and perception of a range of project beneficiaries Key stakeholder awareness of and value given to the project.	Document Review Stakeholders Interviews Project management and staff interviews Case stories	Project documentation Project staff and donor Project beneficiaries Representatives of
To what extent the project contributed to definition of priority changes in the legislation and how?	Evidences in project documentations Experience and opinion among a range of stakeholders and consultations Human rights experts' opinion and recommendations	Document Review Stakeholders Interview External stakeholder interviews, institutions, CSOs representing rights of PwDs, experts	External literature Project documents Stakeholders Interviews
Have the initial assumptions strengthened or weakened the project design? How?	Evidence from project documentation Experience and perception of project management teams	Document Review Project management and staff interviews	Project documents Project staff Stakeholders
Effectiveness			
Have the activities delivered created an effective foundation for the meaningful changes in the area of employment of PwD in the open market and for improvement of the status of PwD in general?	Evidence of contributions to individual and contextual effects through the project interventions Evidences from the expert opinions and recommendations Perceptions of a range of stakeholders	Document Review Stakeholders Interview External stakeholder interviews, institutions, CSOs representing rights of PwDs, experts Case stories	Project documents Stakeholders Project staff

Were different approaches necessary to reach people of different levels of disability?	Evidences of progress towards project objectives and results Experience and perception among range of stakeholders Evidence from interviews and case stories	Document Review Stakeholders Interview Case stories	Project documentation Project staff Stakeholders
Was monitoring and evaluation of the project effective? Was the intervention adjusted to address any concerns?	Evidence of analysis of monitoring data and use of analysis for adjustments to efforts across the project. Evidence from lesson learning within the project of factors influencing the effectiveness. Experience and perceptions of a range of stakeholders	Document Review Stakeholders Interview	Project documentation Project Management Stakeholders
Did the project achieve planned objectives? What, if any, alternative strategies would have been more effective in achieving the project's objectives?	Evidence of progress towards planning objectives in monitoring and reporting project data Experience and perception among range of the stakeholders	Document Review Stakeholders Interview	Project documentation Stakeholders
Efficiency			
To what extent have the delays in implementation affected the overall project progress and has this been addressed efficiently? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? Have risks been considered and managed in a proactive, timely and effective manner?	Evidence in the project monitoring and reporting data Evidence of project approach being taken up and resourced identified and utilised. Experience and perception among range of stakeholders	Document Review Stakeholders Interview Donor Project management and staff interviews	Project documentation Stakeholders
Impact			
Did the project make a significant contribution to broader and long-term development impact? Were there any unintended impact and/or side effects of the project activities (positive or negative)?	Human rights and development reports and international and national framework Awareness and perception of project impact among a range of stakeholders Evidence from lesson learning Evidences from stakeholders' opinions and experiences among range stakeholders on psychosocial and behavioural empowerment and changes among duty holders and key actors	Document Review Stakeholders Interview External stakeholders' interviews: experts and representatives of government	External documentations Project documentation Stakeholders
Sustainability			
To what extent are the benefits generated by the project likely to sustain once the project ends?	Evidence of capacities (individual, group; knowledge, skills, attitudes, improving	Document Review Stakeholders Interview	Project documentation Stakeholders

What were major factors helping or hindering implementation? Are project activities likely to continue?	position, balance of power) of project stakeholders and project teams having been built Examples of good practice and of lesson learning within the project Evidences of the factors helping or hindering implementation Perception of a range of stakeholders	Case stories Field visits observations	
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Annex 2 Work Plan

Activities and deliverables	Number of work days	Deadlines
Desk research and drafting of the Inception Report	3	December 16, 2022
Field Work	13	December 23, 2022
Analysis of mission results; report writing; preparation of	7.5	December 28, 2022
PPP; Presentation of the findings to project team and partners, finalization of the report based on feedback by PiN	0.5	6 January
Final report with incorporated feedback	1	8 January
Total number of work days	25	

Annex 3 Overview of Documents Reviewed

Project documentations such as annual reports, training and capacity development reports and evaluations, mid-term evaluations; labour counselors reports, advocacy reports, reports and guidelines produced, survey with employers,

Expert reports such as Institution of Human Rights Ombudsman in Bosnia and Herzegovina, UN Treaty-body Reports and Recommendations, strategic framework for improvement of position of persons with disabilities.

Annex 4 Code of Ethic Guidelines

ToR offers a full range of stakeholders to be interviewed. A more detailed stakeholders list has been developed in the inception phase. The stakeholders will be also identified using purposive sampling and snowball sampling – primarily based on recommendations of labour counselors. During the field work, evaluators will interview external stakeholders, such as representatives of the institutions and civil society organisations, depending on their availability. All of the interviews will be conducted using an interview guiding questions as

presented in Annex 5 below. All interviewees, especially persons with disabilities, will be treated with respect and recognition of their potential and experiences. They will be subjects, but not objects of the evaluation, and will have opportunity to provide specific recommendations. The evaluator will explain the purpose of the interview, address terms of consent, confidentiality and anonymity, and indicate that the participation in the interview is voluntary and replies to all questions are not obligatory. The interviewer will make it clear to the interviewee that they can withdraw from the interview at any time without consequence. The interviewer will also inform the interviewee that they are free to ask or clarify any questions being asked of them. The evaluator will provide sufficient time at the end of the interview to allow interviewee, especially for person with disability and their family members to provide specific recommendations. The evaluator team will collect two type of data from all respondents – one related to their individual experience and perceptions and shadow data, their perception on opinion about the effects of the project on others, including stakeholders from their stakeholders’ group and from other groups.

The interviewing of persons with disabilities and their family members will be organized with support of labour counselors in the safe and supportive environment of their choice. While interviewing persons with disabilities, the evaluators will pay special attention to ensure two-way communication and be aware of, and react appropriately to non-verbal communication of the interviewee. Prior to interview, evaluators will consult labour counselors and parents in order receive guidelines. Whenever possible, interview with people with people with disabilities will be organized in the most relevant venues, e.g. discussing work or job in the settings where they occur. The persons with disability will be interviewed directly in the presence of the person who knows them best, and, if needed, with the support of their parents, relatives or other supporters in questioning and communication. Parents, upon their recommendations, can decide to complement the persons who is the focus of the interview.

The individual interviews will be recorded in notes and the main evidences will be recorded in the evaluation matrix with sources of information. For the purpose of evaluation report, the results of the interviews will be anonymised, to ensure protection of personal data and to encourage the frank expression of opinions and experiences. Responses and information collected from proxies will be reported and analysed separately from responses and data collected from the target respondents themselves.

Annex 5 Data Collection Tool – Guiding questions for interviews with stakeholders

Guidelines and sub-questions for project management teams:

To what extent do you believe the programme is still consistent with the initial priorities, especially with the overall objective of enhancing the status of PwD to exercise their rights in BiH society?

To what extent do you believe the intervention answers to the actual needs of PwD? Diverse PwD?

Is the capacity of project team(s) sufficient to respond to challenges and problems?

Were the resources and inputs converted to outputs in a timely and cost-effective manner?

Did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?

Have the activities been implemented in time? If there were delays, to which extent have you been informed in an effective manner?

Is there a regular communication between project team(s) and with donor? Or just based on needs?

Is the monitoring and reporting system in place efficient and effective?

Would you recommend any improvements? Was the intervention adjusted to address any concern to maximize effectiveness?

What are the strengths, weaknesses, opportunities and threats of the programme implementation?

How do you see the sustainability of the project (continuation after the end of the financing)? What are the key factors requiring attention to improve prospects of sustainability of the programme outcomes and the potential for replication of the approach?

What are the main risks for sustainability of the project? Are there major concerns?

To what extent are the benefits generated by the project likely to sustain once the project ends? Is there a type of medium or long-term support that CZDA could offer in ensuring the sustainability of the project after the project ends?

To what extent has the project achieved any results (expected and unexpected) beyond the logframe?

Were different approaches necessary to reach people of different levels of disability? What were major factors helping or hindering implementation? Are they likely to continue? To what extent could a different approach have produced different results? What, if any alternative strategies would have been more effective in achieving project's objectives?

Have the changes in indicators affected the impact of the project?

Did the project make a significant contribution to broader and long-term development impact? Were there any unintended impact and/or side effects of the project activities (positive or negative)? Did the project results influence the work of duty holders, key actors and other stakeholders, organization and programmes (especially at the municipal level?)

Guidelines and sub-questions for donor:

To what extent do you believe the programme is still consistent with the initial priorities, especially with the overall objective of enhancing the status of PwD to exercise their rights in BiH society?

To what extent do you believe the intervention answers to the actual needs of PwD?

Is the capacity of project team (both PIN's and partners') sufficient to respond to challenges and problems?

Were the resources and inputs converted to outputs in a timely and cost-effective manner?

Did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?

Have the activities been implemented in time? If there were delays, to which extent have you been informed in an effective manner?

Is there a regular communication between project team and you? Or just based on needs?

Is the monitoring and reporting system in place efficient and effective? Would you recommend any improvements?

What are the strengths, weaknesses, opportunities and threats of the programme implementation?

How do you see the sustainability of the project (continuation after the end of the financing)? What are the key factors requiring attention to improve prospects of sustainability of the programme outcomes and the potential for replication of the approach?

What are the main risks for sustainability of the project? Are there major concerns?

Is there a type of medium or long-term support that CZDA could offer in ensuring the sustainability of the project after the project ends?

To what extent has the project achieved any results (expected and unexpected) beyond the logframe?

Could a different approach have produced different results?

Have the changes in indicators affected the impact of the project?

Guiding questions for interviews with family members/persons of trust

Please explain your participation in the project. How would you assess support from the project, especially support received from the Labour Counsellor? What changes did you notice in the everyday routine of your family member, PwD? What changes did you notice in relation to behavior, feelings, attitudes, communication? What are the benefits, if any, for PwD, and for your family? Were there any challenges? What are your recommendations for further improvement for project lead and implementing partner? For donor? Which activities and methods should be replicated or expanded? What do you think what legal and policy changes should be advocated for to improve right to work of PwD? Do you have specific recommendations for individual institutions, their roles and cooperation?

Guiding questions for interviews with Labour Counselors

Please explain your activities in the project. How did you provide support for PwD (the whole process from identification to the end of the support? Who did you contact? Who cooperated? Who was not interested? Why?

According to your experience from the project implementation, how would you assess the role of the Labour Counsellor? Is this role relevant to the needs of PwD? Is this role relevant to the context?

Do you think that this model and your role should be replicated? Tailored? Should this model will be used in case of the continuation of the project?

What were the barriers and challenges that you face in your work? What are your recommendations to overcome them, including practical steps, project management, support, funding?

According to your experience, what are the immediate causes of limited access to employment, what are underlining causes?

According to your experience, what are attitudes and behaviour of employers and other key actors, including duty-holders, families towards employment of the persons with disabilities?

What changes did you notice along the process, including among PwD, families, employers, and community? Did you record and report those changes?

Are you interested and confident to continue your engagement as Labour Counselor? Did the capacity building activities (training, mentoring) were useful and satisfactory to develop your competences? What did you learn from practice?

What would you change in the process? In the communication and cooperation with duty-holders, key actors, such as employers? Would you recommend inclusion of other actors? What model of supportive employment do you recommend, including actors, necessary steps, duration of the specific support activities? What do you recommend for the developing phase of the project?

Guiding questions for interviews with Self-Advocates and Students

How did you get involved in the project? Who contacted you?

Do you think that you learnt more about your rights? Do you think that you learnt more about the rights of other PwD?

What kind of the support did you receive from students? What kind of support did you provide to the students? What kind of support did you receive from Self-advocates? What kind of support did you provide to Self-advocate?

What type of the advocacy did you organize? What were the main messages and what was the target population and tools? What is your success? What would you recommend for the future advocacy? What methods could provide real changes?

Guidelines for interviews with PwD

Information on the type of the participation in the project and support received, obtained from PIN and implementing partners' management and staff and labour counsellors prior to the interview.

Consultation with counsellor and family members prior to the interview.

What have changed when you started your (employment, internship, income-generation, advocacy etc. depending on the type of the participation and support)?

Did your daily routine change? How? Follow-up with open questions about daily routine related to financial and other benefits and empowerment dimensions such as self-esteem, social inclusion, satisfaction, etc.

Do you like to work? What do you like or dislike about your job? How it was at the beginning? How it is now? Follow with sub-questions related to management behaviour, relationship with colleagues, process of learning, including soft and hard skills? Also, follow-up with sub-questions related to position in community, relationship with neighbourhoods, etc.?

The level and type of education attained? What is your occupation? Did you like your occupation? Could you choose the educational programme or school? Did you get any advice?

What would you recommend to your Labour Counselor? What would you recommend for other people, employers, schools, etc.? How could they support you and your friends in similar positions? What they should do?

Guiding questions for employers

How did you participate in the project? How would you assess the project approach, especially supportive model of employment and income generation? How would you assess activities that you were involved in or familiar with? Did you change anything as a consequence of your participation in the project? What do you think about the employment of the PwD? What are the benefits and losses, if any, of employment of PwD, for your business, for any other actors? What are your recommendations for project lead and implementing partners? For donors? For other important stakeholders? According to your opinion, are business owners willing to employ PwD? Why? What would be your specific recommendations?

Guiding questions for faculty coordinators, project management of the leading and implementing organisations

What are the results of the project advocacy activities? What would you strengthen and/or focus on regarding different advocacy, promotion and visibility activities implemented during the project? What would you recommend in relation to methodology, messages, tools, and target groups in order to produce changes? According to your experience, could project influence the changes in policy and legal framework, in the action of duty holders

and other key actors such as employers? How? What is the risk and assumption? Who will likely support the project model and advocacy activities? Could you identify any support needed from donors, project management, to overcome any omission in advocacy, visibility and promotion activities?

Annex 6 Primary Research Calendar, Collection Methods and Respondents

Annex 7 Terms of Reference

8 Dec 2022	9 Dec 2022	10 Dec 2022	11 Dec 2022			
Briefing Meeting with PIN BiH	I.I. with PIN Project Manager	Desk Review	Desk Review Drafting IR			
Week II						
12 Dec 2022	13 Dec 2022	14 Dec 2022	15 Dec 2022	16 Dec 2022	17 Dec	18 Dec
Sarajevo	Hotonj	Sarajevo	Bihać	Banja Luka		
G.I. ProReha Project Management Labour Counselor	G.I. ProReha and Sumero PM and stuff Observation I.I. with two Labour Counselors	Final Conference Observation	I.I. Labour Counselor I.I. Family member income generation I.I. PwD (short)	I.I. with Employment Office BL G.I. with CSO Staff, member of Sumero Network I.I. with PwD I.I. with Personal Assistant		
	Sarajevo	Sarajevo	Cazin	Banja Luka		
	I.I. Labour Counselor for Bihac	I.I. with Employer	I.I. Family member/Guardian I.I. with PwD employed Social worker, not included in the project	I.I. with Labour Counselor I.I. with FPS Representative		
Week III						
19 Dec 2022	20 Dec 2022	21 Dec 2022	22 Dec	23 Dec 2022	24 Dec 2022	25 Dec
	Sarajevo	Mostar	Trebinje			
	Interview with CE BiH Group Interview With students I.I. with self-advocate I.I. with donor	G.I. with LC and head of CSO I.I. with PwD I.I. with family member Field visit I.I. with PwD	I.I. with LC G.I. with CSO staff I.I. with employers G.I. with two family members	Debriefing Meeting with PIN BiH Interview with PIN BiH PM		
		Sarajevo/Hotonj	Sarajevo	Brčko		
		Field visit ProReha and Sumero I.I. with two PwD	I.I. Federal Ministry of Labour and Social Policy I.I. Faculty of Political Science, University Sarajevo	Field visit Observation I.I. with labour counselor I.I. with 3 income generation beneficiaries and their family members		
Week IIII						
26 Dec 2022						
I.I. with Institution of Human Rights Ombudsman Office of BiH I.I. with Nešto više PM						

**Terms of Reference
External Final Evaluation**

Country Office:	Bosnia and Herzegovina
Project Name	“My work – Economic opportunities for people with disabilities”
Implementing lead organisation:	People in Need
Partner organisations:	ProReha, Nešto Više, Sumero
Location:	Eight municipalities in Bosnia and Herzegovina (Banja Luka, Bihać, Brčko, Mostar, Sarajevo, Trebinje, Vitez, Zenica)
Donor:	Czech Development Agency
Project length:	1.7.2020 – 31.12.2022
Project Budget:	2020: 3 513 225,00- CZK/ 139 887.36 EUR 2021: 6 000 000,00-CZK/ 238 904.19 EUR 2022: 3 000 000,00- CZK/ 119 452.09 EUR
Duration of final evaluation:	25 days
Estimated start date:	November 2022

1. Background

People in Need (PIN) is a non-governmental, non-profit organisation founded on the ideals of humanism, freedom, equality and solidarity. We consider human dignity and freedom to be fundamental values. We believe that people anywhere in the world should have the right to make decisions about their lives and share the rights expressed in the Universal Declaration of Human Rights.

For more information, please visit <https://www.clovekvtisni.cz/en/>

Recently PIN in BiH primarily focuses on three main areas: **1. Social inclusion; 2. Good governance; and 3. Emergency preparedness and response.**

1. Project Background

People in Need is currently leading a project entitled **“My Work – Economic Opportunities for People with Disabilities”** with a focus on eight municipalities (Banja Luka, Bihać, Brčko, Mostar, Sarajevo, Trebinje, Vitez, Zenica) in Bosnia and Herzegovina. Implementing partner organisations are *Nešto Više*, *ProReha* and *Sumero*. The project is funded by Czech Development Agency.

The project is initiated for thirty months, with the end in December 2022. It draws upon previous interventions of PIN in BiH that focused on the inclusion of persons with intellectual and psychosocial disabilities and their deinstitutionalisation. The current project differs from the previous interventions in its approach to inclusion of People with

Intellectual Disabilities (PwID) as it stresses economic empowerment of PwID and economic aspects of their inclusion in society.

The **overall objective** of the project is to **enhance the status of PwID to exercise their rights** in Bosnian and Herzegovinian society. The **specific objective** aims to **enhance the economic opportunities for PwID** in eight target municipalities.

The achievement of the above-mentioned objective is supported by the following results:

Result 1. Enhanced provision of supported employment service to PwID

Result 2. Enhanced entrepreneurship and income generation schemes benefiting PwID

Result 3. Strengthened advocacy efforts on the inclusion of PwID in employment and society

The major activities to support the achievement of results are described in the project proposal attached to this ToR.

2. Project status

Most of the main project activities have been completed. In line with the objectives of the project: link between the project and the field-trained labour counselors has been established; labour counselors trained in Supported Employment methodology and Transition program "From school to Work"; eight-week internships introduced and applied; advocacy network expanded; trainings of self-advocates about rights of PwD conducted; Facebook and Instagram pages "Zelim biti dio drustva" set up and content regularly updated; working groups defined priorities that need to be adopted in the current legislation in order to improve status of PwD in the employment process; the transition program "From school to work" engaged two schools to start piloting methodology; accelerator program conducted and grants awarded to the employers with good ideas that envisaged employment of PwDs. The project underwent an internal mid-term evaluation in November-December 2021 and identified its strengths and weaknesses and provided recommendation for the remaining implementation period. The project end date is end of December. The selected Evaluator will be provided with the mid-term evaluation, all official donor reports and other key documents to inform the successful completion of this assignment.

2. Objectives and Scope of the Evaluation

The main purpose of the Final evaluation is to **assess the overall progress of the project and the quality of implementation towards project objectives**, as well as **its long-term impact and sustainability**. The Final evaluation will also provide **recommendations** for potential future initiatives to capitalize on lessons learned and avoid similar omissions and mistakes.

Objectives:

1. Evaluate the progress of outputs / outcomes of the project;
2. Analyze the impact on or changes occurring within beneficiary groups;
3. Analyze the impact of advocacy activities aiming for systemic changes in the area of PwD rights and employment in the open market
4. Identify problems and constraints that have been encountered;

5. Assess the financial management of the project;
6. Identify important lessons learnt, good and bad practices and make recommendations for future similar initiatives as well as for potential extension/continuation of the project. Which activities/aspects of the project can be evaluated as suitable for replication/expansion/deepening, including the aspect of legislation and systemic changes.
7. What are opportunities of further engagement and cooperation with municipal authorities to inform future programming phases.

Scope:

Content and areas requiring more in-depth analysis: The employment of PwID on the open labour market proved to be a difficult task, and the recommendations on how to better achieve set indicators and outputs would be beneficial for further project implementation.

Geographical scope: The evaluation should focus on all 8 municipalities involved in the project (Banja Luka, Bihać, Brčko, Mostar, Sarajevo, Trebinje, Vitez, Zenica).

Period: The evaluation should contain the period from 1.7.2020 to 31.12.2022 of the project implementation.

Evaluation stakeholders:

- PwD (open market, income generation, internship) and their families
- Labor counselors
- Employers in the open labour market
- The accelerator program participants
- Transition program school representatives
- Transition program students and parents
- Partners organizations' representatives
- Participating faculties' coordinators
- Self-advocates
- Students
- Representatives of ministries, platform/working group members for systemic changes
- Donor representatives
- PIN staff

3. Key Evaluation Questions

The evaluation will aim to provide assessment of achievement of project objectives, make judgement on how intended or unintended, positive or negative changes came about. The Development Assistance Criteria (DAC) of Relevance, Effectiveness, Efficiency, Impact and Sustainability will be used.

Relevance	<ol style="list-style-type: none"> 1. To what extent are the project objectives in line with problems, real needs, capacities and priorities of target groups / beneficiaries (PwD)? Was a needs analysis carried out at the beginning of the project reflecting the various needs of different stakeholders?
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	<ol style="list-style-type: none"> 2. To what extent the project contributed to definition of priority changes in the legislation and how? 3. How were the available resources and stakeholders coordinated within the project? Were any synergies established? 4. Have the initial assumptions strengthened or weakened the project design? How?
Effectiveness	<ol style="list-style-type: none"> 1. Have the activities delivered created an effective foundation for the meaningful changes in the area of employment of PwD in the open market and for improvement of the status of PwD in general? 2. Were there differential results for different people? If so, how and why? 3. Were different approaches necessary to reach people of different levels of disability? Was there sufficient monitoring and analysis of differential effects? 4. Was the intervention adjusted to address any concerns and maximise effectiveness? 5. Did the project achieve planned objectives? 6. What, if any, alternative strategies would have been more effective in achieving the project's objectives?
Efficiency	<ol style="list-style-type: none"> 3. To what extent have the delays in implementation affected the overall project progress and has this been addressed efficiently? 4. Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? 5. Have risks been considered and managed in a proactive, timely and effective manner?
Impact	<ol style="list-style-type: none"> 1. Did the project make a significant contribution to broader and long-term development impact? 2. Were there any unintended impact and/or side effects of the project activities (positive or negative)?
Sustainability	<ol style="list-style-type: none"> 1. To what extent are the benefits generated by the project likely to sustain once the project ends? 2. What were major factors helping or hindering implementation? Are they likely to continue?

PIN will require specific and data-supported answers to each of the agreed evaluation questions or strong justification for why the data could not be obtained. Justification of data unavailability must be communicated by the evaluator without any delay as soon as it becomes apparent and approved by PIN. Failure to do so can result in decreasing the consultant's remuneration.

4. Methodology

The evaluation is expected to apply qualitative methods of research - semi structured interviews, focus group discussions, desk research of related data including project documentation.

Document review

- Project documentation: project proposal, logical framework, table of outputs and activities, annual report, MEAL documentation, procurement documents, labour

counselors' reports, trainers' reports, research reports, mid-term evaluation report, etc.

Field research

- Interviews with project team and project partners (Nešto Više, Sumero, ProReha)
- Interviews/surveys/focus groups with target groups (PwD, labor counselors, students, families of PwD, internship providers/employers, representatives of institutions and other stakeholders)
- Field visits (to PwD supported through income generation, PwD employed during the project, internship providers, labour counselors)

Specific Tasks to be Performed by the Evaluation Consultant

- Review of project documents
- Review of project logic and targets
- Meetings with project staff and relevant stakeholders
- Provision of recommendations for the upcoming activities of the project
- Preparation of final evaluation documents (inception report, draft report, final report)

Expected Deliverables and Indicative Timeline

The evaluator is expected to allocate about 20% of the time for a desk review of project documents, 60% to field work (field visit to eight cities) and 20% to preparing the final report. The fieldwork is planned to be completed by 10.12.2022

The expected deliverables with indicative timeline are:

- Inception report (November)
- Field work – field visits in eight cities (by December 10, 2022)
- Draft report submitted to PIN BiH for review and comments prior to finalizing and submitting the final document (by December 15)
- Presentation of findings to the project team and partners (mid- December)
- Final report with incorporated feedback (by December 23)
- Presentation of findings to representatives of Czech Development Agency and Czech Embassy in Sarajevo (mid-January 2023)

Evaluation Report

Desired structure of the evaluation report:

- Executive summary;
- Brief description of the context and the project;
- Description of evaluation goals and objectives;
- Description of evaluation methodology and data collection methods;
- Presentation of main finding and conclusions of the assessment;
- Discussion of lessons learned;
- Recommendations
- Annexes

The evaluation report Executive summary should not exceed the limit of 3 pages, and the remaining parts of the report should not exceed 25 pages (excluding annexes).

5. Assignment Terms

Management Arrangement

The Evaluator will report to and liaise with the PIN Focal Person on all matters and decisions relating to this assignment. PIN can assist in arranging meetings with relevant stakeholders if/when needed. To enable this the Evaluator must provide a list and schedule of meetings in good time to ensure all meetings can be arranged in a respectful and timely way. If required, PIN can support the Evaluator with logistics arrangements, but the Evaluator will be responsible for making the respective payments.

Payment Modality

% Milestones	
40%	Following the signing of the Contract on Evaluation Services
60%	After the final version of the final evaluation report has been submitted and approved by PIN
PIN reserves the right to deduct up to 0.5 % of the total contract price for each day's delay in meeting the deliverables specified. This deduction shall be applied to the last payment of 60 % of the contract price.	

Duration

The evaluator/evaluation team should perform all of the tasks under this Terms of Reference during the Assignment Period. The expected workload should not exceed 25 working days, including desk research/project documentation review, field work and report writing.

The deadline for submission of the final evaluation report is **23.12.2022**.

6. Application Process

Evaluator Experience

Essential

- At least 6 years of professional experience in conducting development project evaluations;
- Proven experience and knowledge of conducting quantitative and qualitative research;
- Excellent analytical skills;
- Significant practical experience in report writing and formulation of recommendations;
- Excellent spoken and written English.

Preferred

- Experience evaluating CzDA funded projects;
- Understanding of project management principles;
- Previous experience with results-based monitoring and evaluation methodologies.

Please note that most targeted beneficiaries and stakeholders do not speak English, so relevant translation services into Bosnian/Croatian/Serbian need to be considered in the proposed price of the work and organised by the Evaluator in case of foreign evaluators or organizations.

Proposal Submission and review of the applications

Interested candidates/organizations whose profile matches the qualification requirements stated above are invited to send their:

- Curriculum vitae or organizational profile highlighting relevant experience (max.4 pages);
- Cover letter stating how your experience and competencies can best deliver the assignment (max.1 page);
- 2 samples of previous similar work;
- Clear and concise proposal outlining the methodology and sub-questions to be asked (max. 4 pages)
- Assignment Budget (in EUR) broken down by:
 - a. Personnel Service fees;
 - b. Direct evaluation activity costs;
 - c. Anticipated logistics, travel and subsistence costs.

All interested candidates/organizations who meet the above requirements and are confident that their background and experience qualify them to implement Final Evaluation, **should e-mail their complete application packs in English language to: mirza.saciri@peopleinneed.cz mentioning “Final Evaluation: My work – Economic opportunities for people with disabilities”** in the subject line of the e-mail.

Review and selection criteria:

The selection committee will be formed and will be evaluating the applications against the following criteria:

- Suggested budget/ cost efficiency to complete the evaluation (criteria weight is 20%);
- Quality of the submitted technical offer (criteria weight is 40 %);
- Relevant experience, qualification and quality of sample report submitted (criteria weight is 40%).

Incomplete applications will not be reviewed. Only short-listed candidates will be contacted. The final decision will be made after the interviews.

OPENING DATE: 15 November 2022

APPLICATION DEADLINE: 28 November 2022

