

Bosnia and Herzegovina

Consolidated Emergency Report 2016

**Prepared by UNICEF BiH
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List of Acronyms

BiH	Bosnia and Herzegovina
CCC	Core Commitments for Children
CO	Country Office
CERF	Central Emergency Response Fund
CFS	Child Friendly Space
CSW	Centres for Social Work
DRR	Disaster Risk Reduction
EU	European Union
NGO	Non-Governmental Organisation
RC	Resident Coordinator
RNA	Recovery Needs Assessment
SPI	Social Protection and Inclusion
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children Fund
WASH	Water, Sanitation and Hygiene
ECD	Early Childhood Development
ECE	Early Childhood Education

1. Executive summary

By end of 2015 and after Bosnia and Herzegovina experienced the worst floods in its history in May 2014, affecting more than one million people across one third of the country, with the estimated total damage cost of US\$1.7 billion, UNICEF BiH, as reported earlier, exceeded its emergency programme goals:

- Opened 32 child-friendly spaces across the country benefiting 3,820 children, including children with disabilities. Nine of these spaces were converted into ECD (Early childhood development) units and eight into ECE (Early Childhood Education) centres, benefiting an estimated 800 children, thus promoting sustainability after recovery phase;
- Refurbished more than 90 schools benefiting close to 39,000 children;
- Repaired 19 Centres for Social Welfare reaching up to 30,000 children,
- Developed of a manual on the role of social protection systems in emergency preparedness and response and built the capacity of 125 social workers and 30 representatives of Civil Protection and Red Cross on its application.

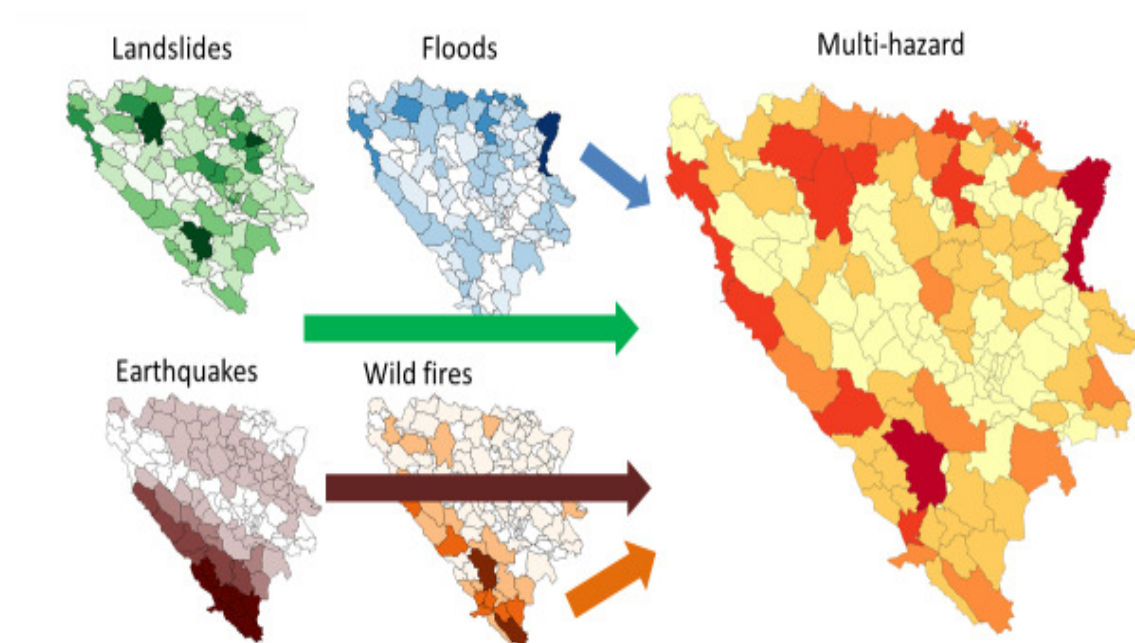
In 2016, based on the experiences and lessons learned emerging from the response during and after the floods, and in cooperation with relevant Government actors, UNICEF BiH focused on strengthening capacities of relevant authorities to prepare for and respond to emergencies.

Based on the experiences and lessons learned emerging from the analysis of the social protection system response during and after the heavy floods of 2014, and in cooperation with relevant Government actors (entity Ministries of Social Welfare/Protection) and Academia (Faculties of Social Work from Sarajevo, Banja Luka and Mostar), UNICEF assisted in the development of a manual on the role of social protection systems in emergency preparedness and response. In 2016, the manual was piloted in four high risk municipalities in BiH (Doboj, Maglaj, Domaljevac and Samac). Four Centres for Social Work conducted vulnerability risk assessments and developed local Social Protection Disaster Risk Reduction (DRR) Action Plans. This process also contributed to raising awareness on the role of the social protection system in DRR in the country. In addition, the process directly influenced the introduction of social protection in emergencies as a subject at the University of Banja Luka, Faculty of Social Work (and is in the process of adoption at the Universities of Sarajevo and Mostar).

UNICEF BiH supported an assessment in Water, Sanitation and Hygiene (WASH) emergency preparedness in BiH. The assessment included mapping of key governmental, NGO, private and international partners in WASH response and an assessment of their capacities and responsibilities to respond to emergencies. The report will be used by UNICEF and Government authorities to guide further WASH preparedness activities especially in the area of improving capacities of local and national Government.

UNICEF also undertook a comprehensive DRR mapping and gap assessment in the education sector in BiH. The assessment builds on the Comprehensive School Safety Framework that provides a comprehensive approach to reducing risks for children and all education infrastructures from all risks that affect the safety of children.

UNICEF BiH worked closely with the Disaster Risk Reduction UN Inter-agency team to map hazards, vulnerabilities and risks in BiH, which was completed and disseminated to partners this year. UNICEF BiH has been actively contributing to the development of a UN Joint Programme on DRR, as well as increasing emergency preparedness with partners through a series of workshops and the dissemination of the Sphere standards. A generic training package on emergency preparedness and DRR was developed and will be rolled out in targeted municipalities in 2017.



Hazard and Risk Maps of BiH, UN 2016: All maps were developed with open source Geographic Information System (GIS) software relying on a combination of country-specific datasets (floods and landslides) as well as best international scientific data (earthquakes and wild fires).

2. Humanitarian Context

Bosnia and Herzegovina is a country vulnerable to natural and manmade hazards due to its mountainous topography and significant quantities of explosive remnants of war¹. Although most disaster events fail to attract attention beyond the affected communities, the cumulative effect of small-scale, high-frequency events is significant. In the short term, they pose humanitarian threats and put people at risk. In the long run, they threaten the sustainability of development.

Large-scale disasters like the sub-regional floods in May 2014 draw international attention. The floods disrupted the provision of all public services in the majority of affected municipalities, with a number suffering near-total devastation of service infrastructure and facilities. The recovery needs assessment estimated that 60,000 children were affected. Approximately a quarter of BiH's territory and one million people, representing some 27% of the country's population, were affected. The economic damages amounted to approximately USD 1.7 billion, while the economic losses exceeded USD 1 billion. Although the 2014 flooding event revealed serious weaknesses in the current protection and rescue system, it also showed a high degree of human solidarity among communities in the country.

According to the joint UN-EU-World Bank Rapid Needs Assessment (RNA) "it is estimated that 81 municipalities in BiH suffered damage, losses, social and/or environmental impact of varying degrees"². The waters surpassed retention barriers of soil and slopes. The effects were aggravated by pre-existing environmental degradation factors such as deforestation, erosion of riverbeds and construction in hazardous risk exposed areas. Urban, industrial and rural areas were completely flooded with water, cut off and without electricity, water or communications for days. Consequently, houses, infrastructure, schools, hospitals, private facilities, farms and crops were wiped out, causing deterioration of public services, local economy and agriculture activities. Most of the damages and losses impacted the private sector: families, small and medium businesses and agricultural producers, including the most vulnerable groups of population. In addition, landmines and unexploded ordnance (UXO) contaminated 70% of the flood-affected zone; floodwaters and landslides may have displaced them from their original marked locations. Similarly, mine awareness signs were also washed away. The presence of these explosives and the work necessary for their location and deactivation severely increased the financial burden of recovery.

The UN in close collaboration with the BiH authorities and donors implemented a large scale recovery programme supported by all the major donors in the country. Throughout 2014 and 2015, the UN implemented this programme to support BiH return to its pre flood situation. The results of the recovery programme have had a very positive effect on public infrastructure.

Since the 2014 floods, BiH experienced small earthquakes, local wildfires and floods, however neither UNICEF nor the UN were requested to intervene in any disaster triggered by natural hazards. However, the wider Western Balkans region has experienced mass refugee/migrant movements due to the ongoing crisis in the Middle East. According to UNHCR more than 1 million refugees/migrants have undertaken the perilous journey to Europe prompting a regional response to the humanitarian crisis of children transiting in the Western Balkans. BiH for the moment has registered a small number of refugee/migrant entry but the UN in collaboration with authorities coordinated preparedness plans for larger scale refugee/migrant influx into BiH. These planning efforts occurred at municipal, entity and country-levels. Investing time and resources in emergency preparedness and disaster risk reduction

¹ UNDP, 2011. Risk Assessments of Bosnia and Herzegovina Regarding Natural or Other Disasters

² UN, EU, World Bank, 2014. Recovery Needs Assessment. Available at <RNA:
<http://europa.ba/Download.aspx?id=1521&lang=EN>>

(DRR) is in other words a priority at all administrative levels for a combination of natural and man-made hazards.

3. Humanitarian Results

Education

Targets for 2016	Expected Results	Actual Results*
DRR mapping and gap assessment in the Education Sector in BiH	Assessment completed	The assessment was initiated in 2016 and draft submitted in 2017.

** Result is achieved through contribution from UNICEF's regular programmes*

The education intervention was the largest component of the 2014-2015 BiH humanitarian response and recovery for UNICEF. However, although floods recovery solutions saved lives and improved livelihoods, they have not addressed systematically the gaps and priorities for Disaster Risk Reduction and Resilience in the education sector.

Therefore UNICEF in 2016 UNICEF BiH undertook a comprehensive DRR mapping and gap assessment to build on the Comprehensive School Safety Framework³. The framework provides a comprehensive approach to reducing risks for children and all education infrastructures from all risks that affect the safety of children. This tool provides overall guidance for DRR initiatives in the education sector in BiH and rests on three pillars: a) Safe school facilities, b) School Disaster Management, and c) Risk reduction.

The Safer School and Resilient Education Assessment revealed that, despite different initiatives taken at various levels, there is still a considerable gap in ensuring safe school and resilient education in BiH. Disaster risk reduction must be incorporated into educational activities at both the policy and operational levels and can be achieved through inter-ministerial cooperation and by making school safety one of the key priorities in disaster risk reduction interventions by governments.

Some of the major challenges and gaps identified by the Assessment include:

- Poor awareness, understanding and knowledge of the Comprehensive School Safety Framework by the majority of stakeholders including government, development partners and other stakeholders;
- Most of the interventions related to child safety were undertaken as part of an emergency response rather than as part of a holistic risk reduction strategy;
- Poor capacities of line ministries for structural risk mitigation measures including retrofitting of buildings, construction of disaster resilient schools as well as for non-structural measures including development of school disaster preparedness plans and resilient education;
- Absence of legal and compliance mechanisms as a part of the regulatory framework to ensure that school safety is one of the priorities of the government's education policies and programmes.

³ The Comprehensive School Safety Framework is a global framework in support of the Global Alliance for Disaster Risk Reduction and Resilience in the Education Sector and the Worldwide Initiative for Safe Schools and rests on three pillars, including safe school facilities, school disaster management and risk reduction education. This document addresses these pillars by presenting key responsibilities and actions that can be taken through changes in education policy and practices aligned with disaster management at national, regional, district and local school site levels. The framework is aligned with the Sustainable Development Goals 2015-2030 and the Sendai Framework for Disaster Risk Reduction priorities for action and indicators for the education sector.

The assessment report provided the following key recommendations:

Recommendation 1: Institutional, Policy, and Regulatory Framework: There is an evident need for the development of DRR policies and Standard Operating Procedures (SoPs) for relevant Education ministries to act in pre, during and post disaster phases. The policies should also advocate for a special focus on vulnerable groups including women and children, especially children with disabilities, and children from disadvantaged groups.

Recommendation 2: Revision and enforcement of safety standards of school facilities: This is key in ensuring safe spaces for children through the promotion of safe constructions, upgrading building codes, incorporating seismic provisions and retrofitting of existing buildings.

Recommendations 3: Inclusion of Disaster Risk Reduction in school curricula (primary to high school levels).

Recommendation 4: Training and Capacity Development: There is a need for training and capacity development of various sectoral ministries including ministries of education and health, as well as other sectoral ministries to integrate DRR into sectoral development plans. Trainings of school teachers on school safety and preparedness plans are also critically needed and should include undertaking regular simulation exercises in schools.

Recommendation 5: Comprehensive Risk and Vulnerability Assessments: Conduct risk assessments of schools in disaster prone areas of the country as part of a wider multi sectorial risk assessment.

Recommendation 6: School Disaster Management Plans: The development of this plan in all schools across the Country is the key to enable children, teachers and the school management to prepare for any disaster eventualities. This plan should include identification of evacuation routes and regular simulation exercises at the school level.

Recommendation 7: Development of learning materials guidelines and awareness raising materials: Various education materials for different target groups need to be harmonized including Safety Tips on various disasters Do's and Don'ts. It is crucial to undertake school safety awareness as a mass campaign at all levels. This can be done through rallies, exhibitions, campaigns and using relevant awareness generation and public education strategies.

Social Protection

Targets for 2016	Expected Results	Actual Results*
Manual on the role of social protection systems in emergency preparedness and response is piloted and promoted	DRR Manual promoted and piloted	All centres for social welfare exposed to the content of the Manual Manual piloted in 4 municipalities
High-risk Municipalities developed local Social Protection DRR Action Plans	Action Plans available in 4 pilot municipalities	4 municipalities supported in implementation of their action plans

** Results are achieved through contributions against appeals, as well as resources from UNICEF's regular programmes where necessary.*

One of the priorities after the floods was to restore services for children by supporting social service providers in key municipalities. UNICEF repaired 19 centres for social welfare reaching up to 30,000 children. This was done by providing vehicles, IT equipment, furniture, office materials, didactic and refurbishment works. To address recovery in a holistic way UNICEF also supported the human

resources of these centres by conducting training, reaching 125 social workers and 30 representatives of Civil Protection and Red Cross.

Following the recovery phase, and aiming to mainstream DRR in the social protection sector, UNICEF BiH in 2015 initiated development of a Manual on the role of social protection systems in emergency preparedness and response, and Disaster Risk Reduction. The process included trainings for all Centres for Social Work in BiH as well as for Civil Protection representatives and other key stakeholders in the country, on the use of the Manual and its implementation. After its development and promotion, and building on social protection vulnerability assessments piloted by multi-sectorial municipal working groups (consisting of the representatives from Centres for Social work, Civil protection, Municipal Departments for Social Affairs and local relevant CSOs) in the most affected Municipalities in BiH (Doboj, Maglaj, Domaljevac- Samac and Samac) which were completed in the period of March to July 2016, the four Municipal working groups developed relevant DRR Action Plans. This approach was coupled with policy-level initiatives, one of them being the introduction of the DRR subject matter into the Social Work Curriculum of three partner Universities (Faculties of social work of Sarajevo, Banja Luka and Mostar).

The local DRR Social Protection Action Plans which were developed by the four target locations included both the internal Centre for Social Work Business Continuity Plans as well as actions related to better preparedness and risk reduction in relation to the current social protection beneficiaries and new potential beneficiaries. In order to prepare for the implementation of these actions, UNICEF procured necessary supplies and didactic materials for these municipalities.

In cooperation with the Republika Srpska Association of Psychologists, UNICEF organized trainings on psychosocial support in emergencies for all four target Municipalities' multi sectoral working groups and their members. The trainings covered the following topics:

- Psychosocial support after major accidents and disasters;
- The first psychosocial support;
- Psychosocial resilience to traumatic experiences;
- Early intervention after traumatic experiences; and
- Support to children and families affected by traumatic experiences.

The training sessions enhanced the coping mechanisms of CSW staff who are generally in need for better support and coaching mechanisms to deal with the day to day challenges.

WASH

Targets for 2016	Expected Results	Actual Results
WASH emergency preparedness assessment	Assessment available	Assessment completed

** Results are achieved through resources from UNICEF's regular programmes*

Following immediate response in the area of WASH, when UNICEF provided immediate relief by procuring equipment and supplies including hygiene kits, pumps, generators, disinfectant, and chlorine and water storage equipment to affected municipalities, implemented communication for development activities informing affected families about the risk of water borne diseases and good hand washing practice, UNICEF phased out of WASH as UNDP took recovery of water systems.

However, to respond to the main gaps identified in its preparedness plans, UNICEF BiH supported an assessment in Water, Sanitation and Hygiene (WASH) emergency preparedness in BiH. The assessment included mapping of key governmental, NGO, private and international partners in WASH response and an assessment of their capacities and responsibilities to respond to emergencies. The report provides set of recommendations per each identified scenario addressing immediate and longer term actions. The report will be used by UNICEF and Government authorities to guide further WASH preparedness activities especially in the area of improving capacities of local and national governments.

4. UN Coherence and joint actions

The Government and the UN have gradually scaled up their involvement in DRR by implementing individual agency programmes/projects aiming at alleviating damages inflicted by natural and man-made hazards. The current UNDAF 2015-2019 contains programmatic openings for DRR, and moreover the new two year joint work plans for 2017-2018 developed in 2016 demonstrate the evolving nature of DRR programming among different UN agencies in BiH by including additional DRR activities. The cross-cutting nature of DRR encouraged UN agencies to pursue greater synergy between sectors, programmes and projects.

As authorities never declared a nationwide state of emergency the cluster system was never formally activated during the Balkans Flood Response. Nevertheless, UNICEF was assigned as sector lead for WASH, Education and Child Protection. As the lead agency of these clusters, UNICEF also engaged in advancing Sphere-standards (one of the most widely known and internationally recognized sets of common principles and universal minimum standards in life-saving areas of humanitarian response). UNICEF therefore translated Sphere-standards into local languages and co-organized, with UNCT team and in collaboration with the Ministry of Security, a Public meeting on Emergency Preparedness and Response and presentation of the Sphere handbook by the Sphere Director. A large audience of disaster risk management practitioners from the Government, international organizations, the scientific community and NGOs had the opportunity to learn and discuss about the Humanitarian Principles, Humanitarian Standards, and the upcoming World Humanitarian Summit. The national decision makers expressed their readiness to collectively unite their efforts to obtain a better planned, coordinated and principled approach to humanitarian action. It is therefore that several UN agencies have jointly worked on developing the One UN DRR Programme.

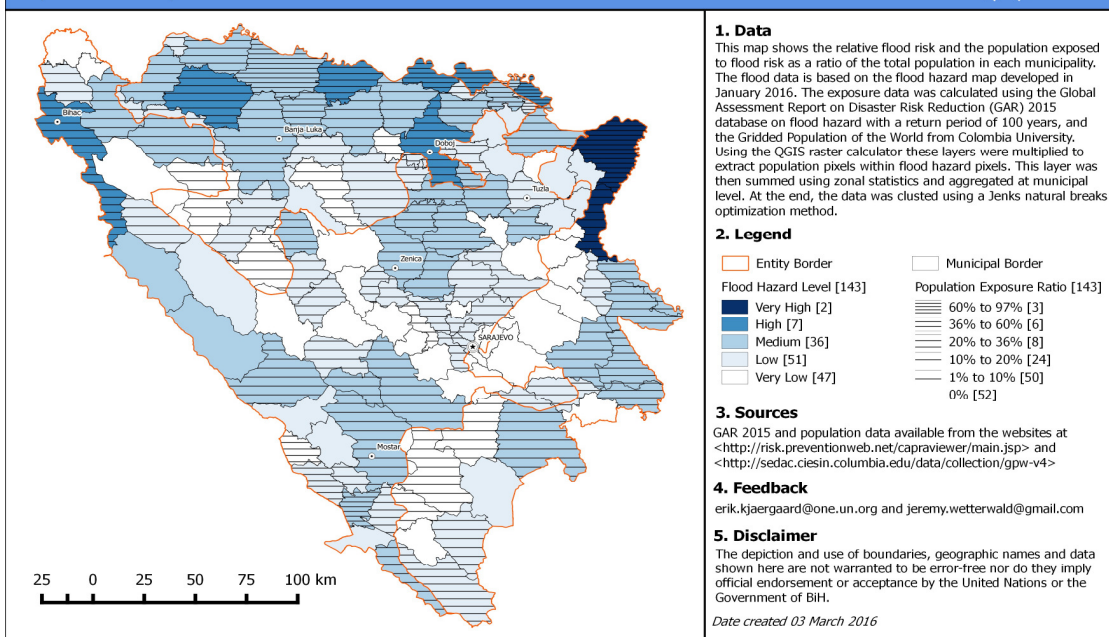
Most recently, UNICEF, FAO and UNFPA received funding from the Embassy of Switzerland in BiH to implement small-scale projects aiming to position DRR more effectively in the sectors of education, social protection, health and agriculture. Due to its complex nature and present gaps that are yet to be tackled, DRR still remains a high priority which further encourages UN agencies in BiH to continue joint programming in line with the DRR/EPR priorities in the country.

Furthermore, UNICEF provided technical assistance and supported development of BiH natural hazard and exposure maps depicting areas in the country that are exposed to floods, landslides, wild fires and earthquakes. The aim of the maps is to help get a better grip of natural hazards faced per specific locations. This was determined essential to 1) advocate on the importance of DRR programming by local authorities 2) risk-inform UN development programmes and 3) move from firefighting modalities to emergency preparedness and prevention.

The maps provide an overview of relative risk and include administrative borders. This will enable targeting of service-provision and capacity building to the municipalities with the highest likelihood of future hazard events. Example of the maps is given below.

Bosnia and Herzegovina Population Exposure Map 1

Population Exposure to Flood Risk



5. Monitoring and Evaluation

After the floods, UNICEF developed a comprehensive monitoring system consisting of a multidimensional excel database to track, monitor and report on humanitarian results. The first component captured data from the field, secondary sources and partners to get a snapshot of the humanitarian situation. Data was entered at the municipal level to evaluate the number of children affected, total population, facilities affected and presence of vulnerable groups. The second part monitored procurement status of goods to be delivered to affected areas. Other relevant information (ie. health centres damaged) was added as they became available. By linking municipal areas with GIS codes, UNICEF was able to map key data using an open source GIS software which was shared with relevant agencies and stakeholders as necessary during coordination meetings.

In the recovery phase UNICEF streamlined monitoring of activities in regular programming with the office convening coordination meetings as required. The country office intends to work further with its local partners in streamlining DRR and resilience in its country programme by developing standing agreements and Standard Operating Procedures in disasters.

A lesson learned from this emergency is that these monitoring tools can be prepared in advance using the Emergency Field Handbook as a template. The data collection methodologies from this resource, while comprehensive, were complex and could not be rapidly deployed for data collection. Training and preparedness in terms of humanitarian data collection and analysis would have facilitated programme monitoring if these tools were adapted to the local context. In a future emergency UNICEF could use digital data collection tools (ie. tablets, and smartphones) to reduce data collection, processing and analysis time. Having all relevant information centralized in one database proved to be a good practice as input providers and information requests fed and used data to and from the same source.

6. Financial Analysis

Table 1: 2016 Funding Status against the Appeal by Sector (in USD):

Sector	Appeal Target	Funded as of December 31, 2016*	% Funded
Health and Nutrition	600,000	30,881	5%
WASH	400,000	208,397	52%
Education	1,200,000	2,394,889	200%
Child Protection	1,000,000	1,056,658	106%
Social Protection	200,000	173,308	87%
Communications & Cross Sectorial	200,000	100,082	50%
Total	3,600,000	3,964,215	110%

Table 2: Funding received and available by 31 December 2016 by Donor and Funding type (in USD):

Table 2 - Funding Received and Available by 2016 by Donor and Funding type (in USD)		
Donor Name/Type of funding	Programme Budget Allotment reference	Programmable Amount*
I. Humanitarian funds received in 2016		
a) Thematic Humanitarian Funds		
Thematic Humanitarian Response	SM/14/9910	0
b) Non-Thematic Humanitarian Funds		
Regional office allotment (FR)	SM/15/0317	30,000
Total Non-Thematic Humanitarian Funds		
c) Pooled Funding		
(i) CERF Grants		
(ii) Other Pooled funds		
d) Other types of humanitarian funds		
Total humanitarian funds received in 2016 (a+b+c+d)		30,000
II. Carry-over of humanitarian funds available in 2016		
e) Carry over Thematic Humanitarian Funds		
Thematic humanitarian funds	SM/14/9910	74,638
f) Carry-over of non-thematic humanitarian funds		

German Committee for UNICEF	SM/14/0382	18,793
Total carry-over non-thematic humanitarian funds		18,793
Total carry-over humanitarian funds (e + f)		93,431
III. Other sources (Regular Resources set -aside, diversion of RR - if applicable)		
GC		5,617
OR – Switzerland	SC/16/0535	38,217
Total other resources		43,834

Table 3: Thematic Humanitarian Contributions Received in 2016 (in USD):

Donor	Programmable Amount	Total Contribution Amount
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No thematic humanitarian contribution received in 2016.

7. Future Work Plan

The priority action for 2017 is to continue the DRR work that started in 2016, in particular in the sectors of education and social protection. With a particular focus on children, capacity development of social workers and implementation of local DRR action plans will continue. These interventions will be guided by international humanitarian standards including the SPHERE standards.

Furthermore, Disaster Risk Analysis (DRAs), while covering economic exposure and risk of key infrastructure, fail to cover the vulnerabilities of children especially children with disabilities and Roma children. When it comes to service providers (such as social workers, health workers, and mental health workers) ability to immediately respond to the emergency, clearly there is a lack of planning, knowledge, preparedness, and information flow.

Specifically, plan for education includes introduction of education aspect of DRR to enable holistic risk analysis of DRR Platform(s) and relevant line ministries. This will be done by mapping and assessment of resilience of critical school facilities (UNESCO - VISUS methodology) as well as inclusion of school disaster management protocols and resilient education aspect in municipal risk assessments. Furthermore, the plan also focuses on ensuring Comprehensive School Safety approach in education policies and implementation of DRR in teaching and learning. Strategies will also include participation of adolescents for DRR awareness.

Within the Social Protection and Inclusion Programme, UNICEF BiH has strategically decided to incorporate the work on Social Protection DRR into its Social Protection and Inclusion local model, thus ensuring that the DRR component is mainstreamed into the ongoing and future programmes related to strengthening of the Social Protection systems in Bosnia and Herzegovina. Depending on the financial windows of opportunity, UNICEF will scale up the Social protection and Inclusion local model to 50% of Municipalities in BiH until 2019 (baseline as of 2016 is at 32%).

In addition, Social Protection and Inclusion programme will continue to work closely with the Faculties of Social Work in Banja Luka, Sarajevo and Mostar on the Social Work DRR Curriculum.

Bosnia and Herzegovina has a major problem with pollution, particularly air pollution. According to available data, its capital, Sarajevo, ranks 12th by the level of pollution of cities in Europe. Although

data is not available on impact of air pollution on children specifically, according to the 2016 World Health Organisation (WHO) report on air pollution and its health impact, the estimated total number of deaths attributable to Ambient Air Pollution in Bosnia and Herzegovina in 2012 is 3538, which is approximately 10% of the country's total deaths for that year. UNICEF BiH is considering researching the issue further to assess impact on children.

UNICEF will capitalise on the increasing involvement of UN partners in DRR in BiH to ensure children are included in preparedness through DRR joint programming.

8. Expression of Thanks

UNICEF would like to thank all the generous partners who have contributed not only in restoring the lives of thousands of children affected by the country's worst crisis since the end of the war, but also to invest in building resilience of the country and communities. The invaluable support received through Natcoms, Governments, and the private sector enabled UNICEF to deliver a strong emergency response programme, which was widely praised by local communities and authorities during field visits and discussions. It also enabled UNICEF BiH to undertake important steps towards implementation of disaster risk reduction and emergency preparedness measures across different sectors in BiH.

9. Donor Feedback Forms:

Report Feedback Form

UNICEF is working to improve the quality of our reports and would highly appreciate your feedback. Kindly answer the questions below for the above-mentioned report. Thank you!

Please return the completed form back to UNICEF by email to:

Name: Anna Riatti

Email: ariatti@unicef.org

**SCORING: 5 indicates “highest level of satisfaction” while
0 indicates “complete dissatisfaction”**

1. To what extent did the narrative content of the report conform to your reporting expectations? (For example, the overall analysis and identification of challenges and solutions)

5	4	3	2	1	0

If you have not been fully satisfied, could you please tell us what we missed or what we could do better next time?

2. To what extent did the fund utilization part of the report meet your reporting expectations?

5	4	3	2	1	0

If you have not been fully satisfied, could you please tell us what we missed or what we could do better next time?

3. To what extent does the report meet your expectations in regard to the analysis provided, including identification of difficulties and shortcomings as well as remedies to these?

5	4	3	2	1	0

If you have not been fully satisfied, could you please tell us what we could do better next time?

4. To what extent does the report meet your expectations with regard to reporting on results?

5	4	3	2	1	0

If you have not been fully satisfied, could you please tell us what we missed or what we could do better next time?

5. Please provide us with your suggestions on how this report could be improved to meet your expectations.

6. Are there any other comments that you would like to share with us?

Thank you for filling this form!

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