



Terms of Reference

Title: UNDAF External Evaluation Consultant (International) –
Final Evaluation of the United Nations Development Assistance Framework (UNDAF) 2015-2020,
Bosnia and Herzegovina
Cluster: Office of the Resident Coordinator

Reporting to: **Office of the Resident Coordinator / UNDAF Evaluation Management Group**

Duty Station: Sarajevo

Contract Type: Individual Contract

Duration: 30 expert days in the period 1 February 2019 – 30 April 2019

The United Nations Development Assistance Framework (UNDAF) reflects the strategic orientation of the United Nations (UN) system in Bosnia and Herzegovina. An external independent evaluation of the UNDAF 2015-2020 is foreseen in 2019 to assess the extent to which the current programming cycle has been aligned to country development priorities and to what extent UNDAF outcomes have been attained. Evaluation is also to inform the new UNDAF cycle 2021-2025. The UN in Bosnia and Herzegovina is therefore looking for international expert with deep commitment and strong background in evaluation of development effectiveness to undertake the evaluation. Bidders will need to show relevant subject matter knowledge and experience in growth and sustainable development, social development, social protection and human capital, governance and human rights. Examples of prior evaluation work need to be submitted with the application, together with CV/P11 and financial offer. Selection of the candidate will be based on the best value for money offer, comprising of 80% technical assessment/interview and 20% financial assessment.

1. Background

The United Nations Development Assistance Framework (UNDAF) agreed between the Bosnia and Herzegovina's (BiH) authorities and the United Nations (UN) in 2015, is a strategic programme framework for the **period 2015-2019**. It draws on the full range of expertise and resources of the United Nations Country Team (UNCT) to deliver development results. It constitutes the underlying element of the One UN Programme and Common Budgetary Framework for BiH 2015-2019 in addition to the other integral elements of the One UN Programme and Delivering as One principle such as Joint Steering Committee, Results Groups, and biennial Joint Work Plans.

In 2018, the **UNDAF has been extended by one year** upon request by BiH authorities. Request came as a follow-up to UN Resident Coordinator's discussions with the Chairman of the BiH Council of Ministers, the BiH Minister of Finance and Treasury (Co-Chair of the Joint BiH- UN Steering Committee), the members of the Joint Steering Committee, as well as the BiH Ministry of Foreign Affairs. During these discussions, it was highlighted that the extension of the current UNDAF would help UN programming in BiH better align with the national election cycle (the next general elections are scheduled for October 2018), the EU Instrument for Pre-Accession Assistance (IP A III) cycle (2021-2028), including preparation of the development strategies at the Entity levels aligned with EU IPA III cycle; as well as the SDGs roll-out and prioritization process in Bosnia and Herzegovina, which should result in the SDGs Framework in Bosnia and Herzegovina towards the end of 2019.

The UNCT in BiH consists of 10 specialised UN agencies and programmes (UNHCR, UNICEF, UNDP, UNFPA, WHO, ILO, UNESCO, UN Women, UNV), UNICTY and IOM. Several regional UN agencies also operate in BiH, participating in the implementation of the UNDAF 2015-2020 for BiH (UNIDO, UNEP, IAEA, IFAD, UNECE, FAO).

Thirteen UNDAF outcomes have been selected, in four strategic focus areas/pillars that respond to country needs and make use of the UN's comparative advantages. These were identified through an intensive consultation process with BiH authorities and Implementing Partners (IPs):

- The rule of law and human security
- Sustainable and equitable development and employment
- Social inclusion: education, social protection, child protection and health
- The empowerment of women

These outcomes serve as a mutual accountability framework between the UN and all IPs in BiH. They are expected to provide the people of BiH with a fuller range of choices and opportunities and to promote their human development and freedoms. The UNDAF outcomes are being achieved through a practical application of the light 'delivering-as-one' approach to joint and complementary programming and implementation and by shared resource mobilization. Key elements of the approach include: a single 'one programme' with a strategic UNDAF developed at the outcome level, inter-agency Results Groups responsible for development of Joint Work Plans for each of the four respective key focus areas/UNDAF pillars, including their implementation, monitoring, and reporting with IPs and a Joint Steering Committee (JSC) that provides formal oversight and management direction, with inclusive representation of BiH authorities.

UNDAF reinforces the strong partnership between BiH authorities and the UNCT to transition from the Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs) and Agenda 2030, advancing equitable economic growth and reducing poverty, through capacity development, strengthening of strategic and policy frameworks, enhancement of accountability systems and the delivery of quality social services. UNDAF strategies focus on reaching the most deprived and vulnerable populations and support the UN system's commitment to assist the country to meet its human rights obligations. It also underpins the efforts of the UN to enable BiH authorities to increase their leadership and ownership of the development process in BiH and respond adequately to the needs of the most vulnerable populations.

The Common Budgetary Framework provides country partners (government institutions, civil society, private sector, local governments, parliaments, etc), the UNCT, and donors with a holistic overview of required and available resources to support UNDAF implementation, and any funding gaps. It is a basis for joint mobilization of resources and contributes to better delivery of UN system support. Full implementation of the UNDAF was estimated to require a total of USD 264,592,034. This includes USD 54,871,620 from regular or core resources and USD 78,533,932 from other or non-core resources. The total estimated funding gap at the UNDAF implementation outset was USD 131,186,482.

UNDAF represents a joint commitment by BiH authorities and the UN system to work together in a spirit of cooperation with the people of BiH to secure the changes that will help them to live longer, healthier and more prosperous lives.

The UNCT and the Resident Coordinator are responsible for the effectiveness of the United Nations activities, especially in cases where resources are combined. The programming arrangements of individual UN agencies further support progress toward the use of national systems for implementation, management and monitoring based on internationally recognised standards and good practice.

Under the overall UNCT umbrella and oversight, a number of Thematic Working Groups and Task forces (of permanent and ad-hoc character) contribute to integration between the United Nations Agencies in key thematic pillars led by the Result Groups and crosscutting areas such as Youth, Gender, DRR, SDGs etc. These WGs/Taskforces further improve coordination through enhanced information exchange, as well as joint planning and decision making.

The rationale for this UNDAF evaluation is twofold: 1) to use the findings strategically to inform the next UNDAF cycle, to better integrate Agenda 2030 and the SDGs to better align and target UN interventions that will support the country in reaching its 2030 commitments; and to help the UNCT to adjust to new generation of UNDAFs and the wide UN system reforms; and 2) to use the independent evaluation process and findings as an accountability tool where independent expert view will explore extent of the results achieved to date and potential impact of the UN system in BiH by the end of current UNDAF cycle (2020), including key lessons learned and good practices for the UNCT and its partners from the current UNDAF cycle.

2. UNDAF Evaluation Context

UNDAF creation process

The UNCT initiated the preparation of the [UNDAF 2015-2019](#) with an evaluation of the previous UNDAF which covered the period 2010-2014. It assessed the implementation of the current document and provided a set of forward-looking recommendations and lessons learnt. The UNCT prepared the Common Country Assessment (CCA) in the third quarter of 2013 to provide an updated assessment of the development needs and challenges in the country and to provide an analytical basis for development of the current UNDAF. This focused on the socio-economic situation and addressed the political and security dynamics in the country, acknowledging the complex and deteriorating political trends.

In parallel, the UN supported the preparation of the 2013 Millennium Development Goals (MDGs) Progress Report for BiH which also contributed to establishment of the analytical basis for development of the UNDAF. It shows significant progress paired with striking challenges related to inequalities and disparities. Out of the 68 indicators used to monitor MDG progress, less than half have been fully achieved or were assessed likely to be achieved by 2015. BiH did not achieve MDG targets related to poverty reduction, pre-school attendance, access to contraception, tuberculosis prevalence, and unemployment - especially for young people (15-24 years).

The mid-term development strategic framework for BiH, the Country Development Strategy and the Social Inclusion Strategy, was prepared in 2010, however, this strategic framework did not receive adequate and statewide political endorsement. Numerous specific and sector-related strategic frameworks exist at various levels of the BiH governing structure which provided the guiding principles for development and implementation of the UNDAF. The country's achievement in 2013 of conducting a comprehensive **population census** for the first time since 1991 represents a significant advance towards ensuring that plans and strategies better respond to today's population and its needs. Albeit, census results that were published mid 2016 are challenged by Republika Srpska, that issued Census information for Republika Srpska six months later.

The process of development of the 2015-2019 UNDAF for BiH also considered the ongoing global UN initiative on establishing the Post-2015 development agenda. While BiH did not officially participate in the world-wide national consultations that will feed into the new agenda and establishment of the development objectives for the world beyond 2015, the UNCT has decided to apply the Post-2015 concept to reach out to the government counterparts, international partners and citizens in BiH and to seek their views on how they see the Post-2015 development agenda in BiH. In the absence of an agreed state-wide development agenda in BiH, The information collected through this initiative were considered particularly valuable in defining the UNDAF objectives.

The [2013 Common Country Assessment \(CCA\)](#) and [2013 MDGs Progress Report](#) set the analytical stage for an inclusive, participatory, and wide-ranging consultation with over 70 high level representatives of BiH authorities and civil society at the Strategic Prioritization Retreat held in October 2013. The objective of the Retreat was to primarily review major development challenges in BiH, in line with the assessment provided in the CCA and MDG Progress Report, and to validate priority development themes for the current UNDAF through a highly inclusive and consultative process and taking into consideration the absence of the formal identification of state-wide development objectives.

This produced a preliminary set of priority areas and draft results that were further refined and formulated into the four priority areas and 13 specific outcomes for the UNDAF. The event also enabled review and discussion of implementation and coordination mechanisms that will enable the UNCT to deliver more effectively as one, as requested by the BiH Council of Ministers. The draft UNDAF was finalised in a spirit of wide understanding and ownership during successive rounds of consultation with partners at all levels, including partners from the international community in BiH in November, 2013 and representatives of the civil society in February, 2014.

The UNDAF outcomes have been foreseen to be achieved through a practical application of the light 'delivering-as-one' approach to joint and complementary programming and implementation and by shared resource mobilization. Key elements of the approach include: a single 'one programme' with a strategic UNDAF developed at the outcome level, inter-agency Results Groups responsible for development of bi-annual Joint Work Plans, including their implementation, monitoring, and reporting with IPs and a Joint Steering Committee (JSC) that provides formal oversight and management direction, with inclusive representation of BiH authorities.

Bosnia and Herzegovina political and development context

Political and governance context

More than 20 years after the war, deeply ingrained **ethnic divisions** and lack of a common vision of reconciliation still hamper the construction of a tolerant and cohesive society in Bosnia and Herzegovina. This multi-ethnic country, home to three main ethnic groups (Bosniaks, Bosnian Croats and Bosnian Serbs) still suffers from **social exclusion** and **political insecurity**, which hamper development. An on-going narrative and **rhetoric of division**, mistrust and fear perpetuated by politicians and amplified by media contributes to low levels of inter-group trust and weak people-to-people interaction. New generations are growing up in ethnically homogenous communities, **isolated and polarized**, with little knowledge or understanding of “the other(s)” and with stereotypes passed from one generation to another, shaping up a society which is vulnerable to divisive narratives and conflicts. This **affects particularly young people** who lack the experience of living in peace, stability and tolerance. Increasingly, young people opt to **migrate out** of the country rather than remain and work to build a better future within their communities.

BiH EU membership aspirations started at the **2003 Thessaloniki summit**, where the European Council declared that the future of the Western Balkans is within the EU. However, apart from Croatia that joined the EU in 2013, fifteen years after the Thessaloniki summit, Bosnia and Herzegovina remains on the accession road, with a potential candidate country status. In a strive to encourage Bosnia and Herzegovina to resolve its ethnic divisions and qualify for membership to the EU, in late 2005 the EU foreign ministers gave the go-ahead for talks on a **Stabilization and Association Agreement (SAA)** with the country. The SAA was signed in 2008, but its implementation was delayed by the country's failure to make **constitutional amendments called for by the European Court of Human Rights** and related to the restrictions for Roma and other minorities to run for political office. The SAA entered into force in June 2015, following the important British-German initiative of late 2014, which shifted attention from the politically-sensitive **Sejdić-Finci conditionality** and obtained unprecedented political support by all government levels on the Reform Agenda, focusing on socio-economic reforms. In 2016 Bosnia and Herzegovina submitted a **formal application to join the Union** and almost 2 years later in 2018 – submitted the **answers to the EU Questionnaire**.

Socio-economic context

The economic and social wellbeing landscape of the country is still dominated by wartime legacy and distant from a self-sustaining path. The power-sharing arrangements of the Dayton Peace Agreement resulted with a highly complex and **fragmented governance structure** which, coupled with political stalemate and slow legislative processes, make Bosnia and Herzegovina a country of limited social and economic opportunities for its citizens. Country's 13 constitutions (state, two entities, one autonomous district and 10 cantons), 14 legal systems and more than 150 ministries reduce the effectiveness of public policy and hamper reforms. The economy is weighed down by a large public sector that consumes nearly 50% of the GDP to sustain itself and has elbowed out productive public infrastructure spending. Despite decrease compared to 2016, the unemployment rate stands high at 20.5%, particularly high among youth. Subsequently, this leads to **poor service delivery, high corruption levels, high unemployment, growing poverty, and inequalities between social groups**. According to the [Fragile States Index 2018](#), Bosnia and Herzegovina features as a **fragile state**, ranked 95th among 178 countries. In addition, BiH government illustrates great gender inequality despite the quota system introduced by BiH Gender Equality Law - women are under-represented in the legislative power at all levels at 17.1%. Similarly, in the executive bodies, out of 152 ministerial positions in BiH at all levels, there are only 23 women. Only two women are represented at the Council of Ministers, and the members of tripartite BiH Presidency are (and always have been) men. Of the 183 registered political parties in BiH, not a single one is headed by a woman.¹

The [2016 Human Development Index](#) value for Bosnia and Herzegovina is 0.750, placing the country 81st among 188 countries, which is still below the average for Europe and Central Asia. Nearly **17% of the population or more than 500,000 people live below the poverty line**.²

Country's transition from a **fragile, post-war economy to an upper middle-income country**, has reached significant progress in recent years. For the first time in recent political history, in mid-2015, all government levels agreed on the [Reform Agenda 2015 – 2018](#), which generated a positive progress in initiating important reforms and unlocking the country's integration into the European Union (EU). The implementation of the Reform Agenda is slow.

¹ General Elections Statistics 2014, Agency for Statistics of BiH

² Household budget survey, 2015, Agency of Statistics of Bosnia and Herzegovina.

Despite reserved optimism, the **country's economic growth** performs at a faster pace than expected, projected to grow from 3% in 2017 to 3.2% in 2018³. The country's economic growth hardly touches the quality of life of the most vulnerable, while investments and development is largely depending on international financing. The **unemployment rate** stands high at **20.5%, particularly high among youth (45.5%, with 32.5% activity rate) and women (23.1%, with activity rate 32.4 %)**⁴. Nearly 17% of the population or more than 500,000 people live below the poverty line.⁵ The overall **business environment** is weak: the [World Bank Doing Business 2018 Report](#), Bosnia and Herzegovina was ranked 86th, five places down from the previous year. The GDP per capita is lower in comparison to its neighboring countries. The unceasing status quo further exacerbates ethnic grievances and strengthens divisions among citizens.

Several fast-growing industries are emerging, such as metal and automotive, wood processing, textile and leather, information and communication technologies (ICT). Although these industries are growing steadily, they are still far from reaching their full potential. The legacy of the conflict and ethnic divides continue to hinder economic development through **limited labour force mobility** from one entity to another, **disruption of natural value chains across entity lines, restriction of access to resources across entity lines**, etc. One of the major challenges in relation to economic growth is the **lack of high-skilled labour force**.

Central to this challenge are **inadequate education and professional orientation, despite the available relevant legal and strategic framework conducive to the modernisation of the educational system in the country, abreast with EU standards**. Particularly important are the *Foundations of the Qualifications Framework* based on the European Qualifications Framework, the *Action Plan for the Design and Implementation of the Qualification Framework in Bosnia and Herzegovina 2016-2020* and the policy framework for adult education and lifelong learning. On-going reforms in the secondary vocational and higher education system aim primarily to increase youth employability. At the same time, increasing the employment of young people contributes to the development of their digital competences. The rate of computer literacy among young people in the country in 2013 was 66.8% for young men and young women⁶.

Gender and Human Rights Context

The abundance of **unemployed labour**, on the other hand, especially young men and women, is an important capital to meet the changing labour force demand of growing industries and effectively address economic insecurity in the country. **Gender stereotyping** in selection of work is remains strong among women and girls. As a result, many women find it difficult to compete in the labour market. These choices have led to a **“gender divide”** and occupational segregation, creating **“feminization of professions”**⁷, characterized by lower salaries and translating to lower lifetime earnings and social benefits. Women make up less than 21% of manufacturing industry, less than 26 % of IT workers and less than 8% of serving armed forces.

Gender-based violence is endemic, mostly domestic violence in the household, with 50% of women in the country experiencing extreme violence in their lifetime, with violence incidents significantly greater amongst women who are economically dependent, unemployed, and with none or only elementary education. The first nation-wide survey in BiH on **“Prevalence and Characteristics of Violence Against Women”** reported psychological violence as the most prevalent form of violence, experienced by 42% of women during their lifetime. Domestic violence was the second most predominant form endured by 24% of women during their lifetime, and 6% of women had experienced sexual violence at some point during their life time.⁸ Furthermore, the rate of **female participation in the labour market** is even lower in minority communities and among members of vulnerable groups such as conflict-related sexual violence survivors.

In the area of **human rights**, BiH is party to all **UN international human rights treaties**⁹ and most of their additional protocols. Mechanisms for the protection of rights stipulated in international and domestic

³ World Bank, 2017, <http://www.worldbank.org/en/country/bosniaandherzegovina>.

⁴ [Labour Force Survey](#), Bosnia and Herzegovina, Agency for Statistics of Bosnia and Herzegovina, 2017.

⁵ Household budget survey, 2015, Agency of Statistics of Bosnia and Herzegovina.

⁶ Source: http://www.bhas.ba/tematskibilteni/FAM_00_2017_TB_0_BS.pdf, page 27.

⁷ [Gender Analysis for Bosnia and Herzegovina](#), USAID, 2016.

⁸ All data on violence against women in this chapter, unless otherwise mentioned, is from the Gender Equality Agency BiH, Gender Center of FBiH, Gender Center of RS, Institutes for Statistics, UNFPA, UNWOMEN (2013). *Prevalence and characteristics of violence against women in BiH*. Sarajevo: Gender Equality Agency of BiH.

⁹ Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment; Optional Protocol of the Convention against Torture; International Covenant on Civil and Political Rights; Second Optional Protocol to the International Covenant on Civil and Political Rights aiming to the abolition of the death penalty; Convention for the

legislation, namely the BiH Ombudsman for Human Rights and the BiH Constitutional Court, are already in place. The challenge, however, is one of implementation. Human rights protection and monitoring mechanisms suffer from **gaps in coordination, accountability and efficiency**. This is further complicated by the country's administrative fragmentation. Violations of rights, where they occur, are more frequent among vulnerable groups, such as Roma, the homeless, displaced families, and people with disabilities. Of particular concern are **discriminatory provisions in election laws**, discrimination against certain groups - including returnees, displaced persons, Roma and people with disabilities – concerns over **public access to information and journalistic freedoms, inadequate harmonisation of the laws** regulating children's access to identification, health and education services, and high levels of gender-based violence. The focus on human rights and inclusion of vulnerable groups remains an overarching priority in the BiH development context.

According to the 2013 BiH Census the total population of the country is about 3,500,000 of which almost 20 percent are children¹⁰. In fulfilling the child rights in line with the Convention on the Rights of the Child, in BiH there are still important factors that influence negatively on the child development. Poverty¹¹, violence against children¹², lack of pre-school education¹³, lack of quality, inclusive education and low immunisation rates¹⁴ are among some of them. Particularly vulnerable are children without parental care, children with disabilities and Roma children. Their rights are often multiply affected including access to quality education, health and social protection. Since 2018 the international refugees and migrants children transiting through BiH are at multiple risks: security, humanitarian, health and lack of education.¹⁵

Environmental and Climate Change Context

The key challenge in Bosnia and Herzegovina related to **environment protection** and greenhouse gas (GHG) emission reduction is **lack of institutional capacities** to develop and implement relevant strategic and legislative frameworks which, inter alia, regulate implementation of innovative concepts of environmental protection and climate change mitigation.

In the energy management area, with 20% of its GDP spent on energy, Bosnia and Herzegovina is characterized as a country with **high energy inefficiency**. At the same time, it has one of the **most significant energy conservation potentials** in the region and could base its mid-term economic development and generation of new employment on implementation of energy efficiency measures in the residential and public sectors. Over the last several years, the country has placed efforts to improve **legal and policy framework on environmental protection and energy management**¹⁶. These efforts were to a large extent driven by the EU accession conditionalities, including EU funding in these areas.

In the process of setting the strategic framework for **environment protection and climate change mitigation**, in 2013 Bosnia and Herzegovina adopted the **Strategy for Climate Change Adaptation and Low Emission Development Strategy**. To date, the country has submitted Initial, Second and the **Third National Communications** and Biannual Update Reports on Greenhouse Gas Emissions to the United Nations Framework Convention for Climate Change. Additionally, it signed the Paris Agreement and thereby developed its **Nationally Determined Contribution**, which explicitly recognizes the potential of the public sector for GHG emission reduction. Chemicals management, particularly mercury pollution and its hazards

Protection of All Persons from Enforced Disappearance; Convention on the Elimination of All Forms of Discrimination against Women; International Convention on the Elimination of All Forms of Racial Discrimination; International Covenant on Economic, Social and Cultural Rights; International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families; Convention on the Rights of the Child; Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict; Optional Protocol to the Convention on the Rights of the Child on the sale of children child prostitution and child pornography; Convention on the Rights of Persons with Disabilities.

¹⁰ Persons aged 0-18

¹¹ Almost one in three children (31%) in BiH lives in consumption-based poverty. Poor children are significantly more deprived in every dimension according to the findings from the Multiple Overlapping Deprivation Analysis in BiH (2015).

¹² 55 of children aged 2-14 years are subjected to some method of violent discipline, psychological or physical, by their parents or other adult household members (Multiple Indicator Cluster Survey (MICS) in BiH (2011/12).

¹³ In BiH the percentage of 3-4 year old children attending ECD is still extremely low (13% according to MICS BiH 2011/12), although in recent years the percentage of 5 year olds attending pre-school one year before enrolment in primary school has significantly increased (54% according to UNICEF's and BHAS estimates)

¹⁴ 68% according to MICS BiH 2011/12.

¹⁵ Refugee and Migrant Children - Including Unaccompanied and Separated Children – in Bosnia and Herzegovina – Child Focused Rapid Assessment, 8 June, 2018. UNICEF BiH.

¹⁶ Bosnia and Herzegovina signed the International Energy Charter (2016) and the Energy Community Treaty (2009), indicating the authorities' recognition of the need to improve energy efficiency and to ensure sustainable low carbon development. In 2017, Bosnia and Herzegovina adopted its first Energy Efficiency Action Plan (2016 – 2018).

have not yet appropriately been addressed.

In 2017, the country adopted the **Environmental Approximation Strategy**, which addresses several sub-sectors of the EU environmental acquis (water management; waste management; air quality and climate change; industrial pollution; chemicals; nature protection; and environmental noise). Other sub-sector strategies are also in place, such as the **Revised Strategy and Action Plan for Biological and Landscape Diversity** in Bosnia and Herzegovina 2015-2020.

Climate change and high exposure to natural and man-made hazards further hurdle the country socio-economic development. The [2017 World Risk Report](#) ranks Bosnia and Herzegovina as a country of high exposure to natural hazards. Furthermore, recent results and projections in the **2018 Inform Global Risk Index**¹⁷ define Bosnia and Herzegovina as a country of particularly high exposure to floods (7.3 value out of 10). According to the World Bank's [Global Facility for Disaster Reduction and Recovery](#), **more than 20% of Bosnia and Herzegovina's territory is prone to flooding**, which, on average, annually impacts about 100,000 people and about US\$600 million in gross domestic product. Out of **145 local governments in the country, 91 are considered under very significant risk from floods and landslides and 27 - under high risk**.¹⁸ The country's mountainous topography, aging infrastructure, and high urbanization rate compound its seismic (8.7 out of 10), and consequent landslide vulnerability.

In the last decade, Bosnia and Herzegovina has been facing several significant extreme climate and weather events, manifested through **more frequent occurrence of disasters**. In the past 12 years, six years were very to extremely dry (2003, 2007, 2008, 2011, 2012, 2013). Also, years with large to disastrous floods are very common (2001, 2002, 2009, 2010, 2014).¹⁹

The extent to which Bosnia and Herzegovina is exposed to climate change and natural hazards was shown in the **May 2014 floods** that hit the country with an unprecedented magnitude. Approximately a quarter of the country's territory and **one million people, representing some 27% of its population, was affected**. The flood affected negatively some vulnerable population groups, namely **78,564 unemployed, 60,000 children and 10% of persons with disabilities**. The total damages amounted to approximately 1.7 billion USD, while the economic losses exceeded USD 1.5 billion. Most affected were rural households, small and medium businesses, and agricultural producers, as well as vulnerable population groups. Floods impacted around 15% of country's GDP, affecting 70,000 hectares of arable land, with **more than 50 local governments experienced a near-total devastation of their service infrastructure, to include hospitals, schools, and local administration centres**.²⁰

The alarming experience of the flood disaster brought much deeper, long-term development consequences for Bosnia and Herzegovina, which equals to **five-year set back** on achieving targets of greater gender equality, lower poverty rates, reduced marginalisation and greater equality for minority groups and persons with disabilities, according to the [UNDP Human Development Report "Risk-Proofing the Western Balkans: Empowering People to Prevent Disasters"](#).

Following the 2014 floods, authorities in Bosnia and Herzegovina requested the United Nations (UN) to coordinate international disaster relief and co-lead the recovery needs assessment, jointly with the EU and the World Bank. Together with the EU, governments at all levels, and donors, the UN implemented the [largest floods recovery programme](#) in the history of the country, bringing change in the quality of life for more than half a million people. By offering fast and people-centered recovery assistance, the UN helped set the country back on its path to socio-economic development. Despite commendable results, traditional emergency response approach and civil protection coping mechanisms appeared to be insufficient, since these were not coupled with adequate efforts by other sectors, thus responding to the needs of the vulnerable population.

Agenda 2030 and Sustainable Development Goals Context

Authorities' engagement with the **Agenda 2030** and the **Sustainable Development Goals (SDGs)** since 2016 is gaining speed, with all government levels gradually taking a stronger ownership over the embedding of the SDGs into domestic frameworks. Commitment to the SDGs was evidenced through highest-level participation

¹⁷ The INFORM model uses 50 different indicators to measure hazards and peoples' exposure to them, vulnerability, and the resources available to help people cope for every country.

¹⁸ Floods and Landslides Risk Assessment for the Housing Sector in Bosnia and Herzegovina, UNDP 2015: http://www.ba.undp.org/content/bosnia_and_herzegovina/bs/home/library/response-to-floods/flood-and-landslide-risk-assessment-for-the-housing-sector-in-bi.html.

¹⁹ [Third National Communication of Bosnia and Herzegovina](#), 2017, Bosnia and Herzegovina.

²⁰ [Bosnia and Herzegovina Floods Recovery Needs Assessment 2014](#), EU, the World Bank, UNDP.

at the [country-wide May 2018 consultations on the future of the country](#), as well as by the [growing engagement of the private sector in their implementation](#). Importantly, the Agenda 2030 and the Sustainable Development Goals could help Bosnia and Herzegovina address the myriad of challenges and represent an excellent non-political and unifying platform not only for the country, but also for the Western Balkans region and wider.

3. The evaluation scope, purpose and objectives:

The **overall purposes** of this UNDAF evaluation are to **improve accountability** and to **enable learning what has worked, what has not and why**.

Improving accountability. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

Enable learning. The UNDAF evaluation is foreseen to provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle (2021-2025) and for improving United Nations (UN) coordination at the country level. The new Common Country Assessment (CCA) is planned to be completed by mid-2019 and the new UNDAF document development is planned to be started in the second half of 2019. The evaluation report will be an important document to inform and guide both CCA and the new UNDAF development cycle.

Objectives of UNDAF evaluation as a programmatic evaluation are:

- to **assesses performance against UNDAF 2015-2020 framework**, its strategic intent and objectives. National development outcomes are contained in the results framework against which the UNCT contribution needs to be assessed. As such, this country-level evaluation is to be carried out jointly with the UNCT and the overall approach is participatory and orientated towards learning how to jointly enhance development results at the national level.
- Given that (a) outcomes are, by definition, the work of a number of partners, and (b) UNDAF outcomes are set at a very high level, **attribution of development change to the UNCT** (in the sense of establishing a causal linkage between a development intervention and an observed result) may be extremely difficult and in many cases infeasible. The evaluation will therefore consider **contribution of the UNCT to the change in the stated UNDAF outcome** and the evaluator will need to explain how the UNCT contributed to the observed results and **identify factors affecting such contribution**. To make the assessment, first, the evaluator will examine the stated UNDAF outcome; identify the change over the period being evaluated on the basis of available baseline information; and observe the national strategy/strategies and actions in support of that change. Second, evaluator will examine the implementation of UNDAF strategy and actions in support of national efforts.
- Based on this assessment, evaluator will **provide actionable recommendations**, and **identify lessons learned and good practices** that will inform new UNDAF cycle initiated in 2019 with this evaluation. Evaluator will also bear in mind **UN reform process** and changes foreseen in the **new generation of UNDAFs** during recommendations formation.

The scope covered by the evaluation includes examining UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNDAF itself. The UNDAF will be evaluated against the strategic intent laid out in the UNDAF document and specifically its contribution to the national development results included in the UNDAF results framework. The time period covered by the evaluation needs to be determined in advance. In some circumstances, the UNDAF evaluation may cover two cycles in which case the scope needs to be adjusted accordingly.

4. Evaluation questions and methodology

The key evaluation questions are relevance and design, effectiveness, efficiency and sustainability. The contribution of the UNCT to the development outcomes will be assessed according to a standard set of

evaluation criteria:

- **Relevance.** The extent to which the objectives of UNDAF are consistent with country needs, national priorities, the country's international and regional commitments, including on human rights (Core human rights treaties, including ICCPR, ICESCR, ICERD, CEDAW, CPRD, CRC, etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country.
 - *To what extent are UNDAF objectives or outcomes still valid and aligned to key national development priorities including their underlying and root causes priorities?*
 - *To what extent have human rights principles and standards been reflected or promoted in the UNDAF?*
 - *To what extent and in what ways has the UNDAF responded the "promise to leave no one behind and appropriately addressed the situation of the most vulnerable and marginalized groups, including through measures targeted at reducing inequalities" and other cross-cutting issues reflected in UNDAF? Were specific goals and targets for vulnerable and marginalized people set and if so have they been met?*
 - *To what extent has institution-building and institution-strengthening taken place in human rights and gender equality terms?*
 - *To what extent the UNDAF contains clearly articulated results (outcome level), indicators for measuring progress, and budgetary resources that reflect UN contributions based on the system's comparative advantage in the country?*
- **Effectiveness.** The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.
 - *To what extent UNDAF objectives or outcomes were achieved? What are the major factors that facilitated or hindered the achievement of these objectives?*
 - *What are key factors enabling or hindering the UNDAF outcome realization, and what can be learned and incorporated into the next UNDAF cycle?*
 - *What are the collaborative advantage of the UN organizations to contribute to the achievement of development objectives in BiH? How have the UN agencies used these to support the implementation of the UNDAF?*
 - *What system and tools exist for monitoring implementation of the UNDAF? What challenges have been experienced in ongoing monitoring of UNDAF implementation?*
 - *To what extent the UNDAF contributed to the SDGs - although it was signed and agreed before the SDGs were adopted in 2015?*
 - *Is current UNDAF appropriate for and did it capitalize on being implemented in an UMIC context and how?*
- **Efficiency.** The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).
 - *To what extent does the UNDAF demonstrate a complementary and coordinated approach by the UNDS, including consideration of joint programming and common positions on situations of concern? Are UNDAF priorities sufficiently targeted to maximize efficiency?*
 - *To what extent does the UNDAF underpin the UN transparency and accountability to beneficiaries of assistance, including through clear mechanisms for accountability?*
 - *To what extent and how has the UN system mobilized and used its resources (human, technical and financial) and improved inter-agency synergies to achieve its planned results in the current UNDAF cycle?*
- **Sustainability.** The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed.
 - *Has UNDAF enabled innovative approaches embedded in institutional learning for national capacity development (government, civil society and NGOs) to enable these actors to continue achieving positive results without the UN/development partners' support?*
 - *Have complementarities, collaborations and /or synergies fostered by UNDAF contributed to greater sustainability of results of Development partners and Government interventions in the country?*
 - *Does the UNDAF respond to the challenges of national capacity development and promote ownership of programmes?*
 - *To what extent UNDAF incorporates the SDGs agenda and how can the UNDS in BiH ensure that the Agenda 2030 is fully incorporated in the next UNDAF cycle?*

Additional **evaluation topics of interest** are:

- **Enabling / explanatory factors:** While assessing performance using the above criteria the evaluator needs to identify the various factors that can explain the performance. This will allow lessons to be learned about why the UNCT performed as it did.
- **UN Coordination.** Did UN coordination reduce transaction costs and increase the efficiency of UNDAF implementation? To what extent did the UNDAF create actual synergies among agencies and involve concerted efforts to optimise results and avoid duplication?
- **Delivering as One.** *To what extent the UNCT applied UNEG Standard Operating Procedures for Delivering as One (DaO) Approach to ensure greater effectiveness and better delivery of results under such approach?*
 - In the context of DaO, what is the relevance, efficiency, effectiveness and sustainability of the One Programme and its contribution and results, including any impacts on the realization of the human rights for the poor and people in vulnerable situations?
 - What is the extent of integration and mainstreaming of the United Nations programming principles and other relevant crosscutting issues in the One Programme, including its contributions to equitable, inclusive, transparent, participatory and accountable development processes?
 - What is the coherence of the United Nations system in addressing national priorities, and contributions to informed decision making and knowledge generation?
- **Five UNDAF Programming Principles.** To what extent have the UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) been considered and mainstreamed in the UNDAF chain of results? Were any shortcomings due to a failure to take account of UNDAF programming principles during implementation?
 - To what extent did the UNDAF make use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?
 - To what extent did UNDAF strengthen the capacities for data collection and analysis to ensure disaggregated data on the basis of race, colour, sex, geographic location, etc. and did those subject to discrimination and disadvantage benefited from priority attention?
 - Did the UNDAF effectively use the principles of environmental sustainability to strengthen its contribution to national development results?
 - Did the UNDAF adequately use RBM to ensure a logical chain of results and establish a monitoring and evaluation framework?
 - Did the UNDAF adequately invest in, and focus on, national capacity development? To what extent and in what ways did UNDAF contribute to capacity development of government, NGOs and civil society institutions?
- **Other factors.** A number of country-specific factors that have affected the performance of the UNCT in the framework of the UNDAF need be examined:
 - How well did the UNCT use its partnerships (with civil society/private sector/local government/parliament/national human rights institutions/international development partners) to improve its performance?
 - Regarding ownership of objectives and achievements, to what extent was the “active, free, and meaningful” participation of all stakeholders (including non-resident agencies) ensured in the UNDAF process? Did they agree with the outcomes and continue to remain in agreement? Was transparency in policies and project implementation ensured? What mechanisms were created throughout the implementation process to ensure participation?
 - Did the UNCT undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not lost? To what extent are the benefits being, or are likely to be, maintained over time.
 - How adequately did the UNCT respond to change (e.g. natural disaster, elections) in planning and during the implementation of the UNDAF?
 - To what extent harmonisation measures at the operational level contributed to improved efficiency and results?

In addition to these core questions, the evaluation expert will develop context-specific sub-questions during the inception phase of the UNDAF evaluation. To this purpose, during the inception mission the evaluation expert will conduct a stakeholder analysis followed by ample in-country consultations with all key response stakeholders, to ensure that their views on issues that need to be considered, potential sub-questions, etc. are incorporated into the UNDAF evaluation. The inception report will also confirm the objectives around which to assess results and consider the preparation for the new UNDAF. The evaluation is intended to be

forward looking and therefore needs to take into consideration what is important for the future, including with regard to the 2030 Agenda.

Evaluation methodology

The approach of the evaluation shall be participatory, that is, be flexible in design and implementation, ensuring stakeholder participation and ownership, and facilitating learning and feedback²¹. The UNDAF evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in this ToR, the availability of resources and the priorities of stakeholders. In all cases, consultant is expected to use all available information sources that will provide evidence on which to base evaluation conclusions and recommendations. Anticipated approaches to be used for data collection and analysis by the evaluator are desk review, interviews with key stakeholders, field visits, questionnaires and participatory techniques.

Data collection methods: The UNDAF evaluation will draw on a variety of data collection methods including, but not limited to:

- Documents/desk review focusing on UNDAF planning documents, including joint work plans, annual reports and past evaluation reports (including those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members, and implementing partners.
- Surveys and questionnaires including participants in development programmes, UNCT members, and / or surveys and questionnaires involving other stakeholders.
- Focus Group discussions involving groups and sub-groups of stakeholders, decision-makers.
- Other methods such as outcome mapping, observational visits, etc.
- Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation. The use of an evaluation matrix is helpful in linking these elements together. In addition, the precise data collection methods should be identified following:
 - Analysis of availability of existing evaluative evidence and administrative data
 - Logistical constraints (travel, costs, time, etc)
 - Ethical considerations (especially when evaluating sensitive topics such as GBV or in sensitive settings such as post-conflict settings)

In general, the evaluation approach should follow the UNEG guidance on integrating human rights and gender equality, UNEG norms and standards and international principles for development evaluation²². In particular, in line with the UN System-Wide Action Plan (UN-SWAP)²³ on gender equality, data collection methods and process should consider gender sensitivity. The final report should be compliant with UNEG quality checklist of evaluation reports²⁴ and acknowledge how inclusive stakeholder participation was ensured during the evaluation process and any challenges to obtaining the gender equality information or to addressing these issues appropriately. Data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually-relevant markers of equity. Adherence to a code of ethics and a human rights based and gender sensitive approach in the gathering, treatment and use of data collected should be made explicit in the inception report. Perspective from both rights holders and duty bearers shall be collected.

Validation: The UNDAF evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth. Triangulation of information sources and findings improved validity, quality and use of evaluation.

²¹ The UNDAF evaluation process should follow an inclusive approach, involving a broad range of stakeholders and partners. It includes a process of stakeholder mapping in order to identify various stakeholders and partners including those who do not work directly with the UNCT, yet play a key role in the national context. These stakeholders may include representatives from the Government, civil society organizations, the private sector, other multilateral organizations, bilateral donors, etc. It is essential for evaluation to be credible, independent, impartial, transparent and useful.

²² See: <http://www.uneval.org/document/guidance-documents>

²³ See: <http://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

²⁴ See: <http://www.unevaluation.org/document/detail/607>

5. Management and Conduct of the Evaluation

The UNDAF evaluation consultant will work under the supervision of a dual-tiered evaluation management structure: an **UNDAF Evaluation Steering Committee (UESC)** and an **UNDAF Evaluation Management Group (UEMG)**. The UNDAF Evaluation Steering Committee, comprised by the RC and UN Head of Agencies and government representatives, is the decision-making organ for the UNDAF evaluation. All key deliverables need to be validated by the UESC. The UESC is also the main body responsible for providing a written and agreed management response to the evaluation within a month of receiving the final evaluation report.

An UNDAF Evaluation Management Group (UEMG) will provide direct supervision and will function as the guardian of the independence of the evaluation. The UEMG is responsible for the day-to-day implementation of the evaluation including preparation of the ToR, hiring the consultant, supervising and guiding the consultant, reviewing and providing substantive comments on inception report, evaluation work plan, analytical framework and methodology. The UEMG core group is composed by M&E member of the RC's Office and the M&E officers from UNDP and UNICEF and UNFPA and representatives from the government institutions responsible for strategic planning in BiH.

UNDAF Reference Group will provide inputs and comments on the TOR, the inception report and final report and review the main deliverables to provide quality assurance. It is composed of the Chairs of the UNDAF Result Groups and the Chair of the M&E Group. The group will provide comments on the TOR and meet at least two times: (1) to discuss the inception report, and (2) to discuss the final report.

All members are expected to attend presentation of initial key evaluation findings. All deliverables will be reviewed first by members of the UEMG before sharing with the UNDAF Reference Group members. Given the importance of UNDAF evaluation and the complexities involved in its design and implementation, it is critical that due time and effort is accorded to recruiting an external evaluator which will meet the standards to conduct the evaluation.

Support of the RC Office/UNCT to the evaluation process

The RC Office/UNCT will support the Evaluation Consultant with the following:

- Appointment of an evaluation assistant that will support the consultant for the duration of the evaluation process (including all logistics, meetings arrangement, translation)
- Securing relevant background documentation required for a comprehensive desk review
- Provision of list of contacts in advance and additional upon request
- Provision of vehicle and driver for field visits
- Organisation of group consultative meetings, briefing and debriefing sessions
- Provision of office/working space during the assignment. The consultant will however have to use his/her own computer/laptop

6. Deliverables and Reporting Requirements

Evaluation Process

The Evaluation consultant will be responsible for conducting the evaluation. This entails among other responsibilities designing the evaluation according to this terms of reference; gathering data from different sources of information; analyzing, organizing and triangulating the information; identifying patterns and causal linkages that explain UNDAF performance and impact; drafting evaluation reports at different stages (inception, draft, final); responding to comments and factual corrections from stakeholders and incorporating them, as appropriate, in subsequent versions; and making briefs and presentations ensuring the evaluation findings, conclusions and recommendations are communicated in a coherent, clear and understandable manner once the report is completed.

The evaluation process is expected to contain three phases: inception, data collection and field visit; and analysis and reporting.

- **Inception Phase (7 days)** - the Evaluation Consultant will review documentation, agree on the meetings schedule with the UNDAF Evaluation Management Group (UEMG) and produce Evaluation Inception Report (which includes a clear evaluation work plan and tools).
- **Data Collection and Field Visit (12 days)** – the Evaluation Consultant will gather data through group

and individual interviews, including visits outside of Sarajevo; at the end of the mission, presentation with preliminary findings and recommendations will be presented to the UNCT/UNDAF Evaluation Steering Committee.

- **Analysis and Reporting (8 days for draft report and additional 3 days for final report/incorporation of comments)** – the Evaluation Consultant will prepare the draft evaluation report based on the analysis of findings, and will submit the report to the UNDAF EMG and UNDAF ESC for factual review and comments. Opportunity to comment on the draft report will be open to the groups for a maximum of 20 working days. After this process ends, the Evaluation Consultant will proceed with production of the final evaluation report.

Evaluation Deliverables

The Evaluation Consultant will be accountable for producing the following products/deliverables:

- Inception report
- Presentation of initial findings and provisional recommendations to the UNDAF Evaluation Steering Committee
- Draft Evaluation Report
- Final Report

The inception report should detail the evaluator’s understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables.

Presentation of initial findings and provisional recommendations- at the end of the field work, the Evaluation Consultant will present his/her draft findings and provisional recommendations through a PowerPoint presentation summarizing the main findings recommendations and lessons learned and conclusions.

A draft report should be 40-50 pages of length (without annexes). Draft report for comments by stakeholders should incorporate (as a minimum):

- Title and opening pages
- Table of Contents
- List of acronyms and abbreviations
- An Executive Summary
- Introduction (Scope of Evaluation, Methodology and Guiding Principles)
- National development context
- UNDAF Analysis (per outcome)
- Key Findings
- Lessons Learned
- Recommendations
- Methodological constraints
- Additional background data-Annexes (including interview list, data collection instruments, key documents consulted, ToR)

A **final evaluation report**, will encompass all key sections required in the draft report and will include additional stakeholder feedback. The final report needs to be clear, understandable to the intended audience and logically organized based on the comments received from stakeholders. The final evaluation report should be presented in a solid, concise and readable form and be structured around the issues in the Terms of Reference (ToR). The report will be prepared in accordance with UNEG guidance (Quality Checklist for Evaluation Reports).

The Evaluation Consultant is responsible for editing and quality control and the final report that should be presented in a way that directly enables publication.

Timeframe

Action/Deliverable	No of Expert Days	Time period
Inception Phase/Desk Review /Inception Report	7 days	1 st half of Feb. 2019
Data Collection, field visit /Presentation with key findings	12 days	2 nd half of Feb. 2019
Analysis and Reporting / Draft Evaluation Report	8 days	1 st half of March 2019
Analysis and Reporting / Final Evaluation Report	3 days	1 st half of April 2019

Evaluation Ethics:

The evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. Critical issues that evaluator must safeguard include the rights and confidentiality of information providers in the design and implementation of the evaluation.

At every stage of the evaluation process, the following principles should be observed:

- Independence - the evaluation team should be independent from the operational management and decision-making functions of the JP
- Impartiality – the evaluation information should be free of political or other bias and deliberate distortions
- Timeliness - evaluations must be designed and completed in a timely fashion
- Purpose - the scope, design and plan of the evaluation should generate relevant products that meet the needs of intended users
- Transparency - meaningful consultation with stakeholders should be undertaken to ensure the credibility and utility of the evaluation
- Competencies - evaluations should be conducted by well-qualified experts/teams. The teams should, wherever feasible, be gender balanced, geographically diverse and include professionals from the countries or regions concerned
- Ethics - evaluators must have professional integrity and respect the rights of institutions and individuals to provide information in confidence and to verify statements attributed to them. Evaluations must be sensitive to the beliefs and customs of local social and cultural environments and must be conducted legally and with due regard to the welfare of those involved in the evaluation, as well as those affected by its findings.
- Quality - All evaluations should meet the standards outlined in the Standards for Evaluation in the United Nations System. The key questions and areas for review should be clear, coherent and realistic. The evaluation plan should be practical and cost effective. To ensure that the information generated is accurate and reliable, evaluation design, data collection and analysis should reflect professional standards, with due regard for any special circumstances or limitations reflecting the context of the evaluation. Evaluation findings and recommendations should be presented in a manner that will be readily understood by target audiences and have regard for cost-effectiveness in implementing the recommendations proposed.

Competencies:

- Shares knowledge and experience and provides helpful feedback and advice;
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate;
- Ability to identify beneficiaries' needs, and to match them with appropriate solutions;
- Excellent communication and interview skills
- Excellent report writing skills
- Responds positively to critical feedback and differing points of view;
- Ability to handle a large volume of work possibly under time constraints;
- Focuses on result for the client and responds positively to feedback;
- Remains calm, in control and good humored even under pressure.

Minimum Requirements:

- Advanced University degree in international development, gender, economics, evaluation, social sciences or related field;
- A minimum of 10 years of professional experience specifically in the area of evaluation of international development initiatives and development organizations;
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods and in a wide range of evaluation approaches
- Technical competence in undertaking complex evaluations which involve use of mixed methods
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF;
- Strong experience and knowledge in the five UNDAF Programming Principles: human rights (the human

rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.

- Understanding of the development context and working experience in Bosnia and Herzegovina is an asset;
- Fluency in spoken and written English; knowledge of Bosnian, Croatian and/or Serbian language is considered to be an asset.