



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION: BOSNIA AND HERZEGOVINA

Contents

Annex 1. TERMS OF REFERENCE2

Annex 2. COUNTRY AT A GLANCE.....11

Annex 3. PROJECT LIST.....16

Annex 4. PEOPLE CONSULTED19

Annex 5. DOCUMENTS CONSULTED20

Annex 6. PRE-MISSION QUESTIONNAIRE21

Annex 7. STATUS OF COUNTRY PROGRAMME INDICATORS30

Annex 8. BiH COUNTRY PROGRAMME EVALUATION TABLE33

Annex 9. MANAGEMENT EFFICIENCY RATIOS – 2015 - 201935

Annex 10. BiH COUNTRY PROGRAMME THEORY OF CHANGE.....36

Annex 1. TERMS OF REFERENCE

1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Bosnia and Herzegovina has been selected for an ICPE. Its country programme was due for renewal in 2019, now extended until 2020. The ICPE will be conducted during the last quarter of 2018 to feed into the establishment of a new country programme, and UN Development Assistance Framework. The ICPE will be conducted in close collaboration with the UNDP Bosnia and Herzegovina country office, and UNDP Regional Bureau for Europe and the Commonwealth of Independent States.

2. National context

Bosnia and Herzegovina (BiH) is a country in the Western Balkans bordered by Croatia to the north, west and south, Serbia to the east and Montenegro to the south. BiH has a total area of 51,200 km² and is landlocked except for its 12.2 km² of Adriatic Sea coastline.³ The population of BiH is 3.5 million people (2017).⁴

BiH has a complex constitutional structure and political system resulting from the Dayton Peace Agreement, which ended the 1992-1995 war in Bosnia and Herzegovina.⁵ The country is divided into two

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² <https://data.worldbank.org/indicator/AG.LND.TOTL.K2>

³ Agency for Statistics of Bosnia and Herzegovina (BHAS) http://www.bhas.ba/?option=com_content&view=article&id=52&itemid=80&lang=en

⁴ <http://data.un.org/en/iso/ba.html>

⁵ <http://www.unhcr.org/en-us/news/briefing/2004/9/414ffeb44/returns-bosnia-herzegovina-reach-1-million.html>

entities, the Federation of Bosnia and Herzegovina and the Republika Srpska, in addition to the Brčko District, a separate administrative unit. The country's complicated political system includes 13 constitutions, 10 cantons each with their own government, 14 legal systems and 141 ministries,⁶ making for exceedingly complicated legislative processes and slow progress on reforms, particularly those required for European Union accession. Bosnia and Herzegovina is an EU potential candidate country that applied for EU membership in February 2016. The country's constitution remains in breach of the European Convention on Human Rights, and Bosnia will need to amend its electoral framework in order to satisfy the political criteria for EU accession.⁷

Since the end of the war, Bosnia and Herzegovina has experienced steady economic growth. An upper middle-income country, BiH had a GDP per capita of \$12,875 in 2017 (purchasing power parity), with a GDP growth rate of 3.1% in 2016 and 3% in 2017⁸. The country has modernized its labour legislation and addressed weaknesses in its financial sector. Unemployment remains high at 20.5% (2017), and youth unemployment even higher at 54.3% (2016).⁹ Poverty is strongly associated with high unemployment, and in 2015, 16.9% of the population lived below the national poverty line.¹⁰ Bosnia and Herzegovina does not have a national development strategy, although there are sectoral strategies at the national level and most recently a country-wide Strategic Plan of Rural Development was developed, to support and improve management and regulation in agriculture and rural development sectors.¹¹

The GINI coefficient of Bosnia and Herzegovina was .338 in 2015,¹² indicating a relatively low level of inequality. Its HDI value for 2015 was 0.750, placing it in the high human development category, ranking 81 out of 188 countries. Its HDI value is above the average for countries in the high human development group, 0.746, and below the average of 0.756 for countries in Europe and Central Asia. However, when accounting for inequality the HDI drops to 0.650.¹³ Certain communities in Bosnia and Herzegovina, such as the Roma community, internally displaced persons and the long-term unemployed, experience significant difficulties in accessing education, housing, healthcare and employment. The challenges for the Roma population to gain access to employment, housing and health care services has received attention through a recent government strategy (2017-2020). In terms of gender equality, there are legal provisions in place promoting equality between men and women in BiH, however the implementation of these provisions is uneven. Legislation to prevent and protect victims of gender-based violence, particularly domestic violence, is not implemented effectively and women continue to be underrepresented in the political arena and public life.¹⁴

Bosnia and Herzegovina is susceptible to natural disasters and environmental shocks. In 2014, the country experienced devastating floods with a total economic impact of 2.04 billion Euros, or 15% of its GDP for 2013. The floods have been calculated as a set-back of five years in terms of overall development¹⁵. Since

⁶ Agency for Statistics of Bosnia and Herzegovina (BHAS)

http://www.bhas.ba/?option=com_content&view=article&id=52&itemid=80&lang=en

⁷ <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-bosnia-and-herzegovina-report.pdf>

⁸ <http://povertydata.worldbank.org/poverty/country/BIH>

⁹ http://www.bhas.ba/?option=com_publicacija&id=1&lang=en

¹⁰ <https://data.worldbank.org/country/bosnia-and-herzegovina>

¹¹ <http://europa.ba/?p=54408>

¹² <http://hdr.undp.org/en/countries/profiles/BIH#>

¹³ <http://hdr.undp.org/en/countries/profiles/BIH#>

¹⁴ <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-bosnia-and-herzegovina-report.pdf>

¹⁵ http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/nhdr/human-development-report--2016--risk-proofing-the-western-balkan.html

the floods, emphasis has been placed on climate-resilient development and climate risk management to be integrated into flood risk management policies and strategies.

3. UNDP programme strategy in Bosnia and Herzegovina

Bosnia and Herzegovina was admitted into the United Nations in 1992. UNDP has been supporting the country since 1996.

The current UN Development Assistance Framework (UNDAF) for BiH covers the period 2015-2019 (extended until 2020), and recognizes the overarching national priority of becoming a member of the European Union. The Framework supports four strategic areas of assistance: (1) the rule of law and human security, (2) sustainable and equitable development and employment, (3) social inclusion, and (4) women’s empowerment. Through the UNDAF, the UN country team aims to support BiH authorities and civil society in addressing poverty, discrimination, inequity and exclusion and to deal effectively with the country’s past related to the war.¹⁶

Within the UNDAF, UNDP leads in the delivery of the first two focus areas and contributes to the third and fourth through individual and joint programmes. UNDP has aligned its 2015-2019 country programme with the UNDAF by focusing on four strategic areas: (1) access to justice and increased human security, (2) reduction of regional, economic and social disparities, (3) sustainable management of environmental and energy resources, and green jobs creation, and (4) access to services and employment opportunities for the most vulnerable. Across these four areas, there is a stated emphasis on conflict-sensitive and integrated approaches that can compliment the country’s priorities. The UNDP country programme has been designed to align with regional strategies for the European Union and the Regional Cooperation Council and to take into account country strategies of the other UN agencies as well as bilateral donors to Bosnia and Herzegovina. Cooperation between UNDP and the European Union has been of particular importance, especially in response to the 2014 flood.

Table 1: Country Programme outcomes and indicative resources (2015-2019)

Country Programme Outcome		Indicative resources (US\$)	Expenditures to date (US\$ million)
UNDAF Outcome 3	Effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters	\$29,200,000	\$66,212,069
UNDAF Outcome 4	Economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors	\$56,250,000	\$37,213,815
UNDAF Outcome 5	Legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources	\$20,400,000	\$18,306,700

¹⁶ One United Nations Programme and Common Budgetary Framework Bosnia and Herzegovina 2015-2019: United Nations Development Assistance Framework

UNDAF Outcome 9	Targeted legislation, policies, budget allocations and inclusive social protection systems are strengthened to proactively protect the vulnerable	\$19,350,000	\$14,083,673
Total		\$125,200,000	\$138,816,257

Source: UNDP Bosnia and Herzegovina Country Programme Document 2015-2019

4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing new country programmes. The last country programme evaluation for Bosnia and Herzegovina was conducted in 2009 (ADR). This ICPE will focus on the current programme cycle, i.e. 2015-2019, taking into account also the cumulative results of the previous programme cycle 2010-2014 and its contributions to the outcomes of the current cycle.

ICPEs focus on UNDP country programmes approved by the Executive Board, as defined in the Country Programme Document (CPD). The scope of this ICPE for Bosnia and Herzegovina includes the entirety of UNDP's activities in the country, covering interventions funded by all sources, including core UNDP resources, donor funds, government funds, etc. Regional and global programme initiatives that include activities within the country are also included in the scope of this ICPE. The ICPE will consider UNDP's unique contributions as defined at the outcome level. It will also draw on pertinent information from other recent and concurrent UN evaluations, in particular the most recent UNDAF Evaluation.

In line with UNDP's gender mainstreaming strategy the ICPE will examine the level of gender mainstreaming across all programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

It is important to note that in addition to specific programmes and projects, there are typically 'non-project' activities that UNDP offices carry out, and which may be crucial for the political and social agenda of a country. To the extent that there are such 'non-project' activities of significance for UNDP in Bosnia and Herzegovina, these too will be assessed.

5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹⁷ The ICPE will address the following three key evaluation questions.¹⁸ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to i) inclusive and sustainable growth and development, ii) improved democratic governance, and iii) reduced risks to climate change and natural disasters). Discussions on the ToC will focus on mapping

¹⁷ <http://www.uneval.org/document/detail/21>

¹⁸ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the CPD's evolution over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. This will be done through a desk review of relevant national documents (i.e. development plans, policies and strategies), UNDP's CPD and supporting documents, UNDP's strategic plan and corporate strategies, an analysis of UNDP's portfolio and its evolution based on changes at the national level, and through interviews with key national stakeholders.

The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outcomes and the extent to which these outcomes have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified. Data for this specific question will be collected through a desk review of CPD related documents (i.e. UNDP evaluations and its quality assurance, project documents, M&E documents), focus group discussions with country staff, and interviews with government and other national stakeholders partners both in Sarajevo and in the project sites, donors and beneficiaries.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined (evaluation question 3). The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south cooperation), and the integration of gender equality and women's empowerment in the design and implementation of the CPD are some of the aspects that will be assessed under this question. Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker¹⁹ and the gender results effectiveness scale (GRES). The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

A five-point scale matrix, with four criteria, will be used to examine the (potential) sustainability of the identified achieved results, if any. The criteria include: ownership by beneficiaries, sufficient capacities, availability of resources and enabling institutional and social environment (see appendix 1).

6. Data collection

Assessment of data collection constraints and existing data. An assessment was carried out to identify available evaluable data as well as potential data collection constraints and opportunities. The Evaluation Resource Centre information indicates that 29 evaluations were carried out since 2010 on UNDP programming in Bosnia and Herzegovina, 9 being for the 2015-2019 cycle. With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the associated corporate planning system also provide baselines, indicators, targets, as well as annual data on the status of the indicators. There is good availability of UNDP project documents and monitoring reports. Based on documentary research, discussions with the CO and RBEC and given the existence of at least 29 evaluations, the systematization and availability of documentation, there is sufficient evaluable data to conduct the evaluation.

¹⁹ A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers. A pre-mission questionnaire with key questions has been administered to the CO to validate corporately available self-reported data. (e.g. ROARs, Project QA). A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and mainly the current cycles);
- Degree of “success” (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

The IEO and the country office have identified an initial list of background and programme-related documents which have been made available to the IEO. The desk review includes: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports. All information and data collected from multiple sources will be triangulated to ensure its validity. An evaluation matrix will be developed and used to guide how each evaluation question will be addressed.

Stakeholder engagement: A multi-stakeholder approach will be followed to engage with stakeholders at all stages of the evaluation process. During the inception phase, a stakeholder analysis will be carried out to identify the most relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to: i) identify key informants for interviews during the main data collection phase of the evaluation, ii) assess UNDP’s position vis-à-vis other actors, and iii) identify any potential partnerships that could further improve UNDP’s contribution to the country.

7. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Bosnia and Herzegovina country office, and the UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC). The UNDP IEO will seek out opportunities to discuss UNDP performance with key officials in the government of the Federation of Bosnia and Herzegovina, the government of the Republika Srpska, and Brčko District; and UNDP will share the results of the evaluation with these governments. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Bosnia and Herzegovina: The country office is expected to support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual

verifications of the draft report on a timely basis. The CO should provide in-kind support (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure independence of the views expressed, country office staff will not participate in stakeholder interviews. At the report writing and debriefing phase, the CO will provide factual verifications of the draft report on a timely basis. The CO and IEO will jointly organize a final stakeholder meeting, via videoconference, with participation of key government counterparts, where findings and results of the evaluation will be presented. Additionally, the CO will be responsible for leading and coordinating the preparation of the Management Response to the evaluation, in consultation with the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC).

UNDP Regional Bureau for Europe and the Commonwealth of Independent States: RBEC is expected to support the evaluation through information sharing and participation in discussions on emerging conclusions and recommendations. Moreover, it will support the preparation of the management response by the CO. The evaluation manager intends to visit the UNDP Regional Hub in Istanbul to gather information for this evaluation.

Evaluation Team: The IEO will carry out this evaluation using its own staff.

- **Lead Evaluator (LE):** Alan Fox, Chief, Corporate Section for the Independent Evaluation Office of UNDP will conduct the evaluation. He has overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, writing the report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Consultants:** The Lead Evaluator, Mr. Fox, may decide to recruit one or more external consultants (national/regional or then international) to help assess specific programme areas. Consultants will conduct preliminary research and data collection, and prepare outcome analyses, under the guidance of the Lead Evaluator.
- **Research Assistant (RA):** Nicki Mokhtari, a research assistant based in the IEO at UNDP HQ, is assisting the Lead Evaluator, including carrying out background research and documentation preparation.

8. Evaluation process

The ICPE will be conducted according to the approved IEO process.²⁰ The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

Phase 1: Preparatory work. This TOR has been prepared by Mr. Fox, the Lead Evaluator, and Ms. Mokhtari, the Research Assistant. During the preparatory phase, initial data collection is ongoing, with background documentation provided by the Country Office, through the appointed task manager at the CO, (Marina Dimova, UNDP Governance Chief Technical Specialist). Evaluation questions are being finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection based on an overall evaluation matrix for the ICPE.

Phase 2: Desk analysis. Data collection will be conducted through interviews (via phone, Skype etc.) with key stakeholders, including country office staff, coupled with desk reviews of reference material. The IEO may elect to administer a “survey” to gather additional information on specific issues – and with particular stakeholders. The effort includes summarizing context and other evaluative evidence, and identifying an outcome theory of change, specific evaluation questions, gaps and issues requiring validation during the field-based phase of data collection.

²⁰ The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

Phase 3: Field data collection. During this phase, there will be a mission to the country to engage in data collection activities. The duration of field data collection will be 10 days, commencing 18 September 2018. Data will be collected according to the approach outlined in Section 6. The evaluation manager, Mr. Fox, will hold interviews and project site visits during this period, during which time he will liaise with CO staff and management, key government stakeholders, other partners and beneficiaries.

Phase 4: Analysis, report writing, quality review and debrief. Mr. Fox will remain in Bosnia and Herzegovina for an additional week to draft the evaluation report. Before returning to UNDP HQ, Mr. Fox will hold a debrief presentation of the key preliminary findings for country office management. Upon his return to UNDP HQ, Mr. Fox will finalise the ICPE, building from the data collected and triangulated. The first draft of the ICPE report will be subject to internal IEO peer review and critiqued by a member of the IEO International Evaluation Advisory Panel. Once quality cleared, the draft will be circulated to the country office and the Regional Bureau for review. The second draft, taking into account any factual corrections, will be shared with national stakeholders for further comment. An “audit trail” will be prepared to document and respond to comments received from the CO, Regional Bureau, and national stakeholders in preparation for finalising the evaluation report. Following completion of the evaluation, the UNDP country office for Bosnia and Herzegovina is required to prepare a management response, in consultation with the Regional Bureau. The report and CO management response will be presented at a final stakeholder meeting, via videoconference, with participation of key government counterparts. Taking into account the discussion at the stakeholder event, the final evaluation report and management response will then be published.

Phase 5: Publication and dissemination. The ICPE report and a brief summary will be available in hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board at the time of its approval of a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Bosnia and Herzegovina country office and the authorities in the country will be asked to disseminate the report to national stakeholders. The report and the management response will be published on the UNDP website²¹ as well as in the Evaluation Resource Centre. The Regional Bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.²²

9. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentatively²³ as follows:

Table 3: Timeframe for the ICPE process going to the Board in [date]		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	August 2018
Selection of other evaluation team members	LE	
Phase 2: Desk analysis		

²¹ web.undp.org/evaluation

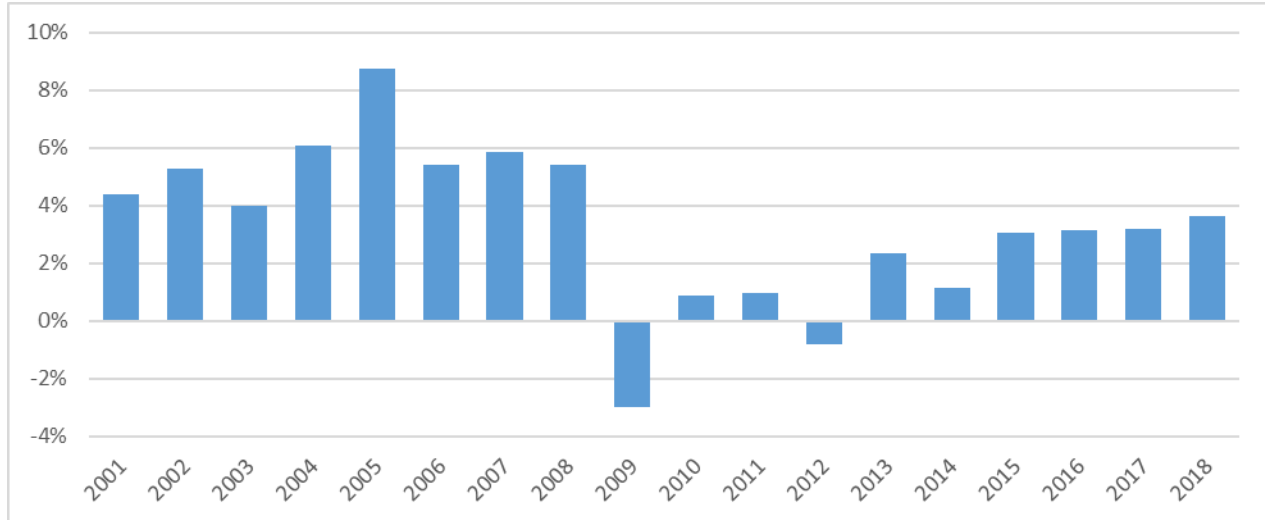
²² erc.undp.org

²³ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Preliminary analysis of available data and context analysis	Evaluation team	June – August 2018
Phase 3: Data Collection		
Data collection and preliminary findings	Evaluation team	September 2018
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	September 2018
1st draft ICPE for clearance by IEO and EAP	LE	October 2018
First draft ICPE for CO/RB review	CO/RB	October 2018
Second draft ICPE shared with GOV	CO/GOV	November 2018
Draft management response	CO/RB	November 2018
Final debriefing with national stakeholders	CO/LE	November, 2018
Phase 5: Production and Follow-up		
Editing and formatting	IEO	December, 2018
Final report and Evaluation Brief	IEO	January, 2019
Dissemination of the final report	IEO/CO	January, 2019

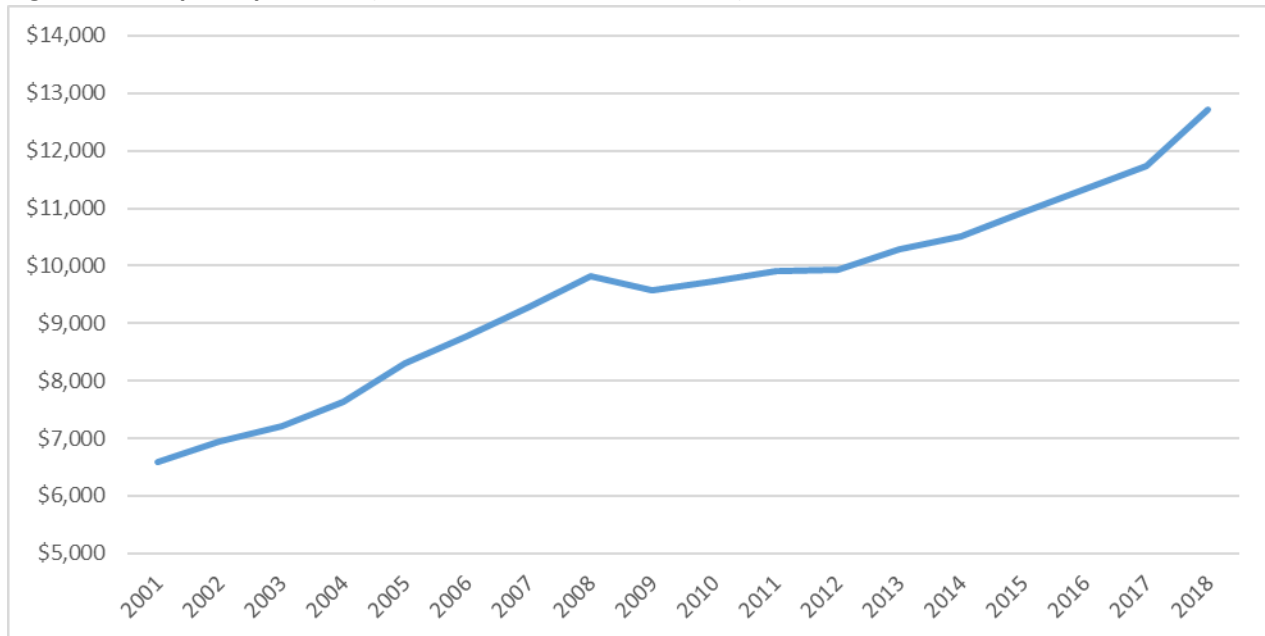
Annex 2. COUNTRY AT A GLANCE

Figure 1: GDP growth (annual %)



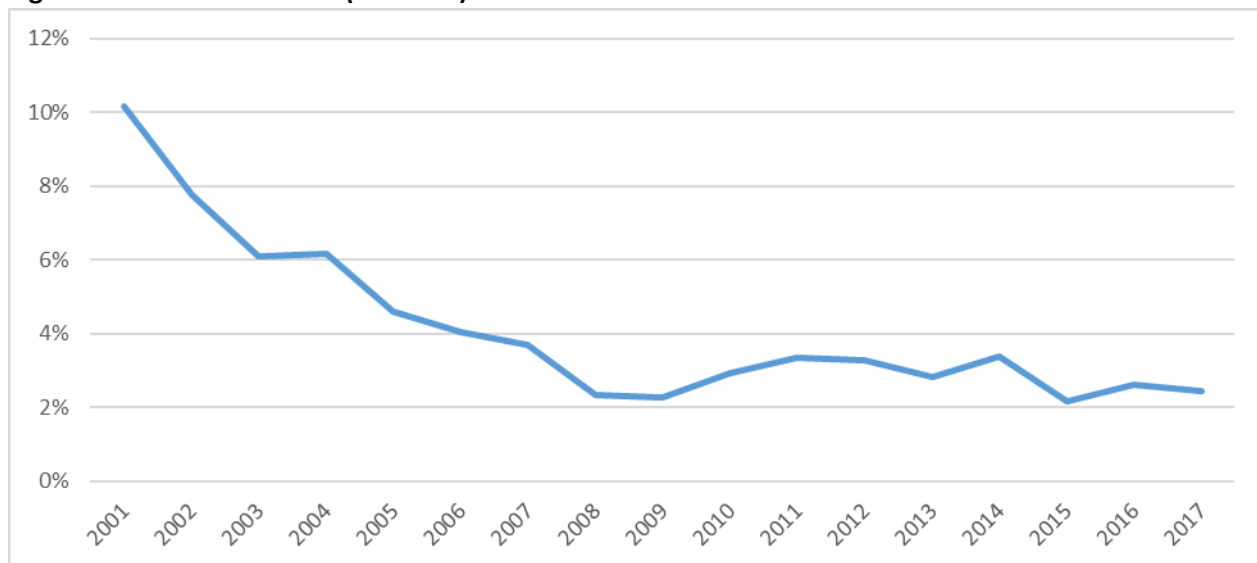
Source: World Bank (2020)

Figure 2: GDP per capita, PPP (constant 2011 international \$)



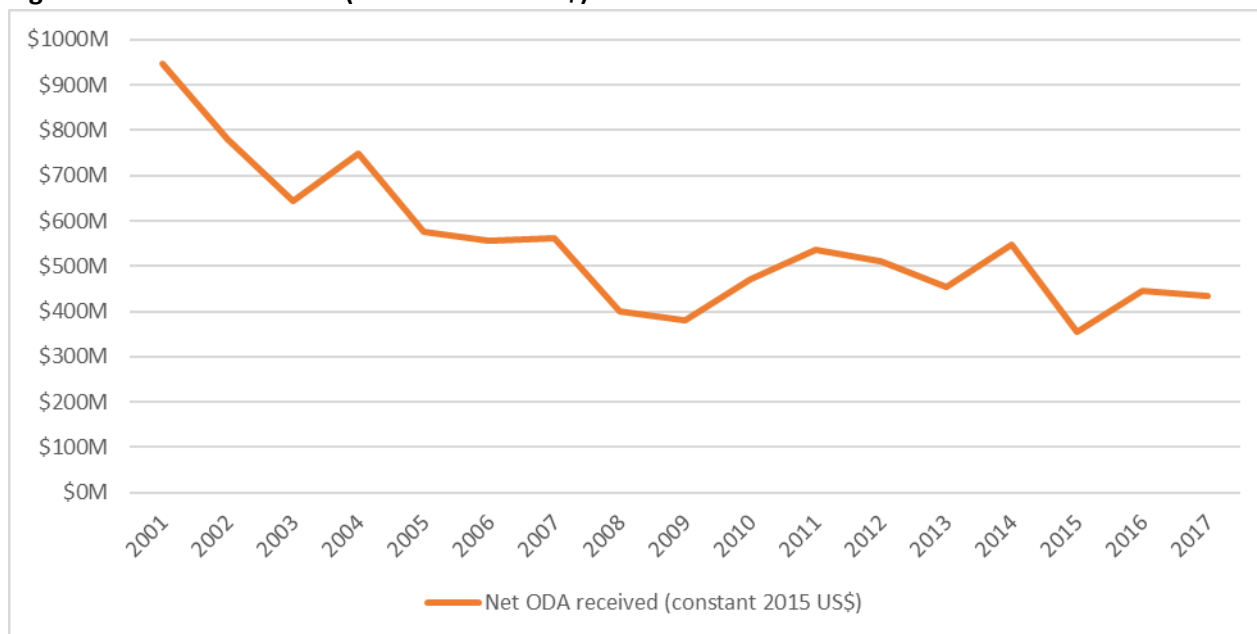
Source: World Bank (2020)

Figure 3: Net ODA received (% of GNI)



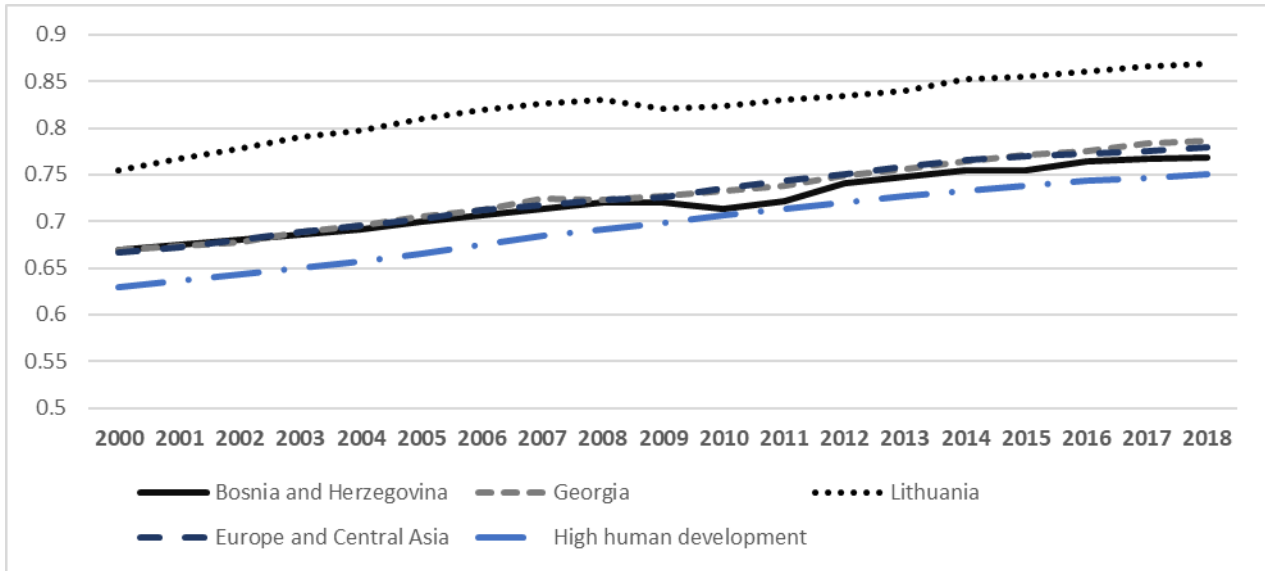
Source: World Bank (2020)

Figure 4: Net ODA received (constant 2015 US\$)



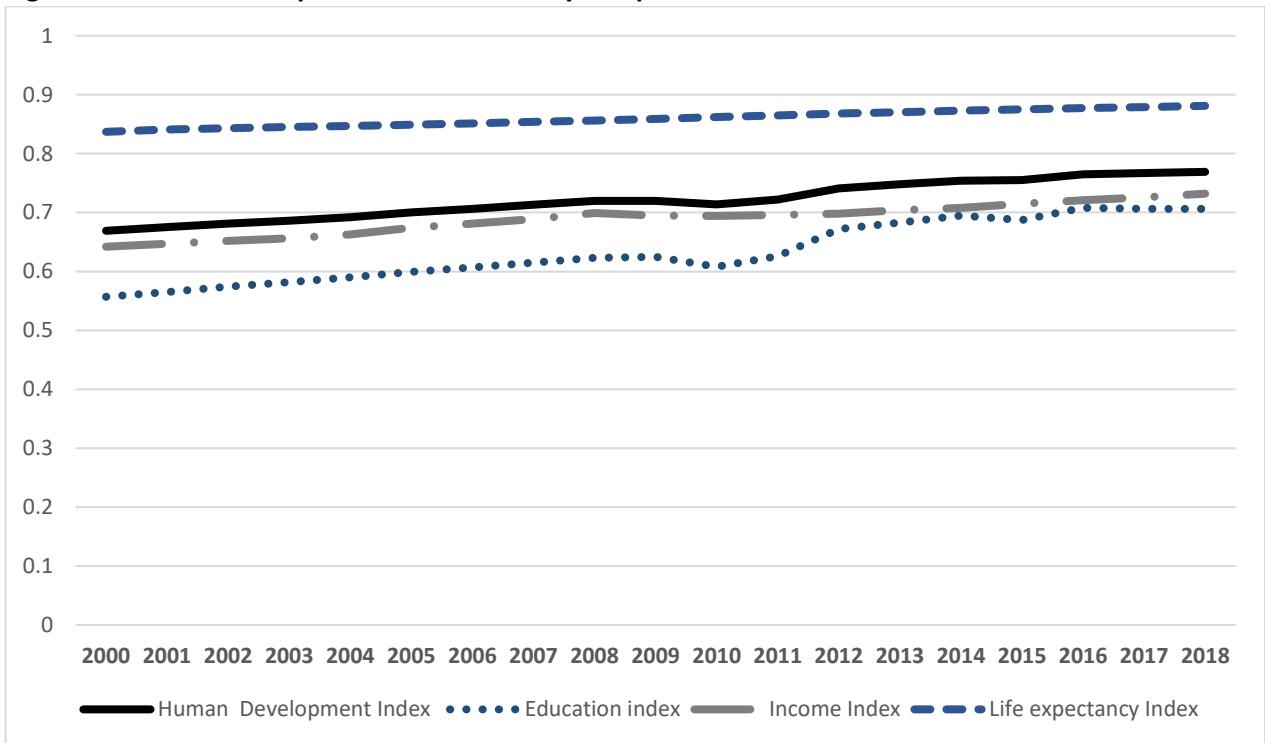
Source: World Bank (2020)

Figure 5: Human Development Index Trends



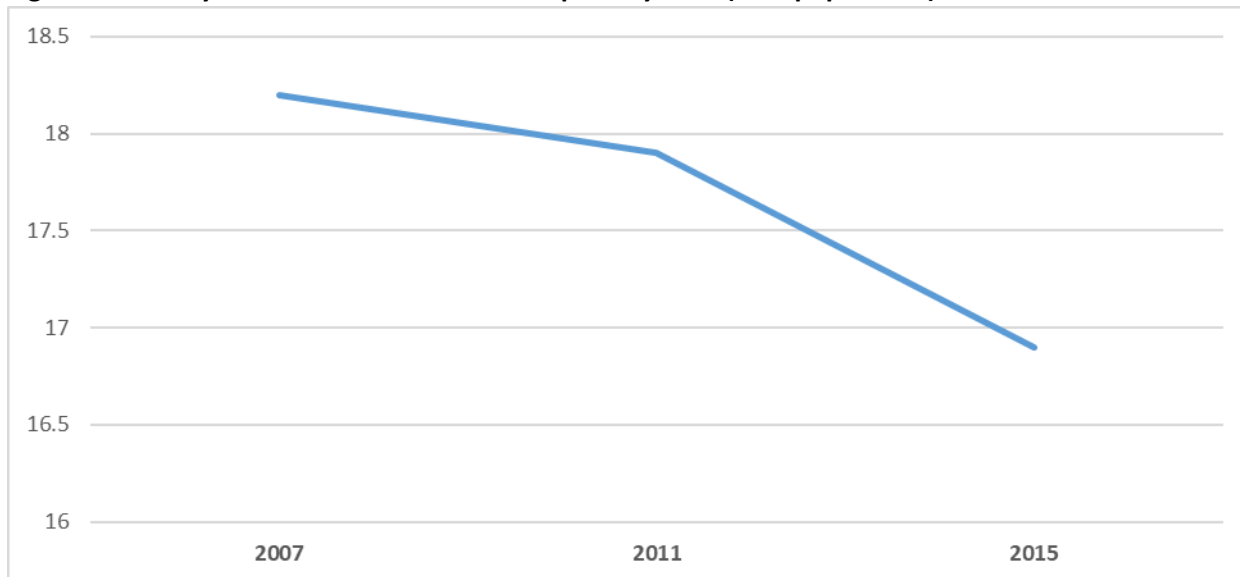
Source: UNDP (2020)

Figure 6: Human Development Index Trends by component



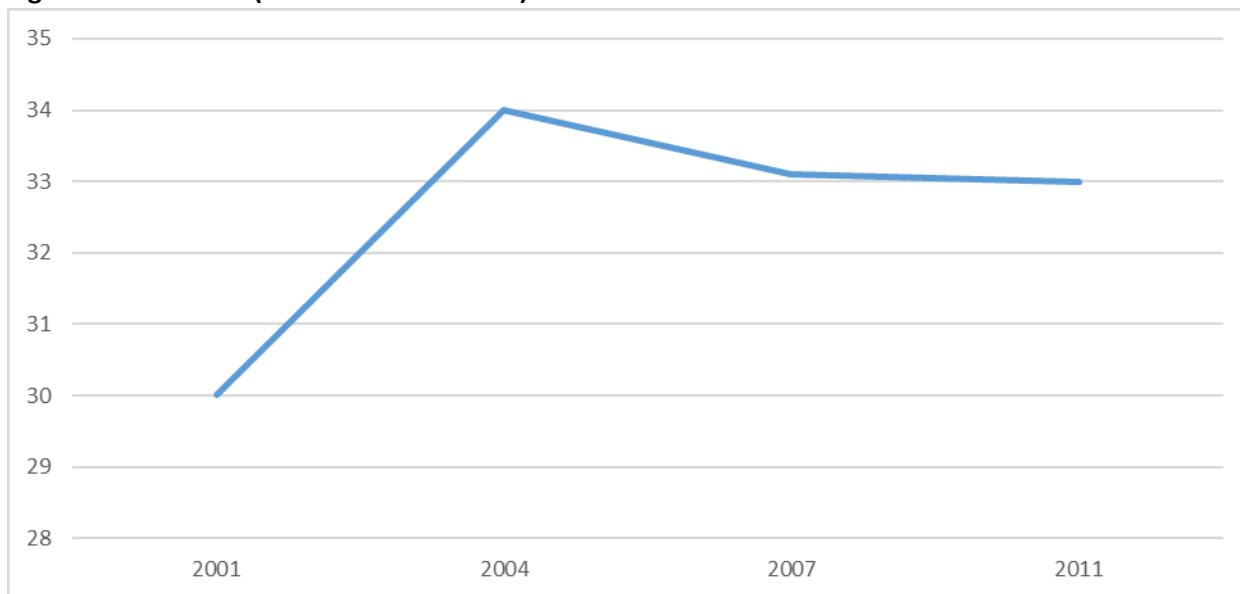
Source: UNDP (2020)

Figure 7: Poverty headcount ratio at national poverty lines (% of population)



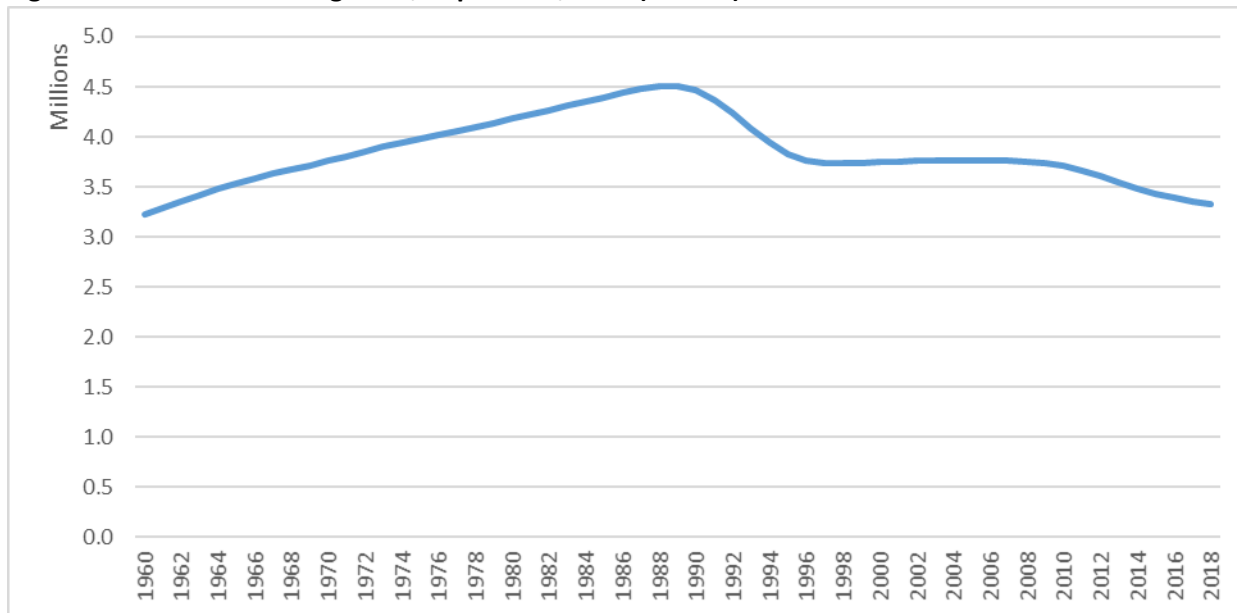
Source: World Bank (2020)

Figure 8: GINI index (World Bank estimate)



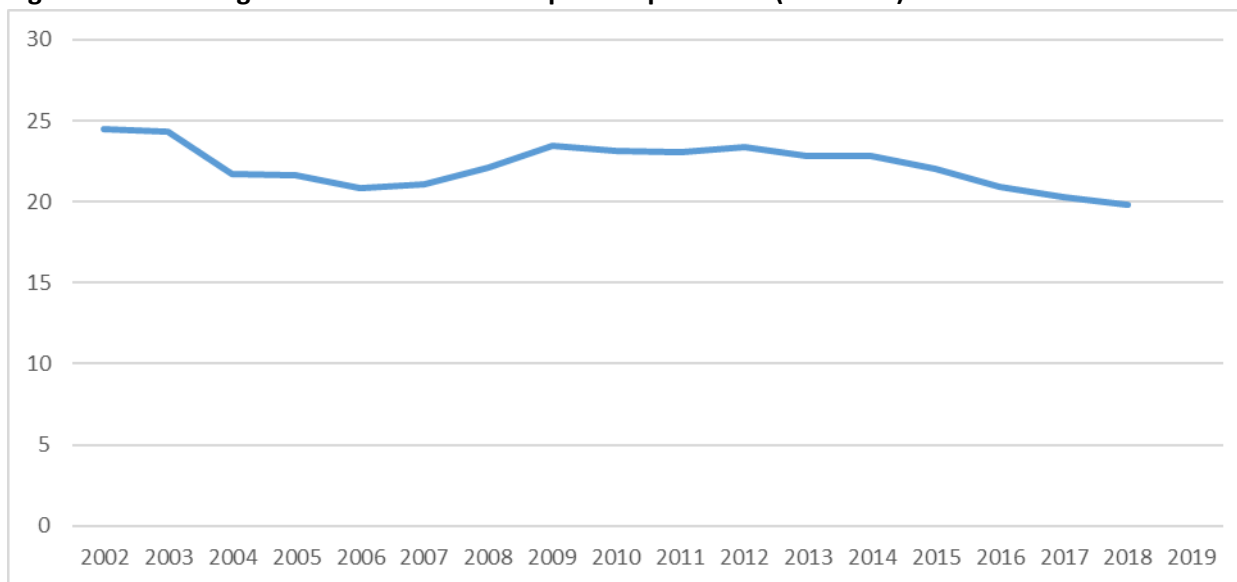
Source: World Bank (2020)

Figure 9: Bosnia and Herzegovina, Population, total (Million)



Source: World Bank (2020)

Figure 10: General government final consumption expenditure (% of GDP)



Source: World Bank (2020)

Annex 3. PROJECT LIST

Country programme outcome	Project ID	Project Title	Duration	Implementation modality	Gender Marker	Budget 2015-2019	Expenditure 2015-2019
Outcome 06	00050469	Support to Processing War Crimes Cases in BiH	2008-2016	DIM	GEN0	\$250,319	\$239,178
Outcome 06	00057210	Access to Justice and Transitional Justice	2009-2013	DIM	GEN2	\$1,279,310	\$1,065,598
Outcome 06	00069508	Human Security	2012-2019	NIM	GEN1	\$5,670,138	\$5,355,602
Outcome 06					GEN2	\$635,906	\$558,201
Outcome 06	00079091	Dialogue for the Future	2014-2017	DIM	GEN2	\$1,294,588	\$1,128,333
Outcome 06	00080521	EU STAR-Ammunition Surplus Reduction	2017-2020	DIM	GEN2	\$3,542,855	\$2,906,260
Outcome 06	00081239	UN response to BiH floods 2014	2014-2017	DIM	GEN1	\$44,764,465	\$40,724,872
Outcome 06	00083639	Conflict Related Sexual Violence	2014-2019	DIM	GEN3	\$821,928	\$776,518
Outcome 06	00087392	UN Resilience to floods	2015-2016	DIM	GEN1	\$3,041,324	\$2,940,000
Outcome 06	00089236	UN Resilience Housing	2015-2017	DIM	GEN1	\$3,438,583	\$2,314,214
Outcome 06	00091981	BiH - EU Acquis Allignment process	2016-2016	DIM	GEN2	\$67,500	\$67,500
Outcome 06	00093062	Fighting Corruption in BiH	2013-2015	DIM	GEN1	\$107,779	\$107,779
Outcome 06	00093069	EXPLODE	2012-2020	NIM	GEN1	\$8,065,629	\$6,967,159
Outcome 06	00093070	Disaster Risk Reduction in BiH	2013-2020	DIM	GEN1	\$2,026,406	\$1,927,631
Outcome 06				NIM	GEN2	\$2,095,461	\$1,854,585
Outcome 06	00094435	Dialogue for future Phase II	2017-2019	DIM	GEN2	\$758,326	\$645,788
Outcome 06	00094437	Mine Action Governance&Management	2017-2020	DIM	GEN2	\$395,271	\$232,579
Outcome 06	00102148	Interlinking Disaster Risk Management	2018-2019	DIM	GEN2	\$502,389	\$502,291
Outcome 06	00102258	Coordination capacity of UN BiH	2017-2019	DIM	GEN2	\$94,531	\$77,014
Outcome 06	00102689	Conflict Related Sexual Violence BiH	2017-2018	DIM	GEN3	\$99,393	\$95,127
Outcome 06	00102690	Countering Illicit Arms Trafficking in BiH	2017-2021	DIM	GEN1	\$1,082,877	\$1,002,049
Total outcome 06						\$80,034,978	\$71,488,279
Outcome 07	00050813	Democratic Green Economic Development	2008-2013	DIM	GEN1	\$321,593	\$214,511
Outcome 07	00057476	Regional Development Programme	2011-2017	DIM	GEN1	\$535,508	\$409,033
Outcome 07					GEN2	\$6,251,563	\$6,038,168
Outcome 07	00062324	Strategic Planning and Policy Development Phase II	2011-2015	NIM	GEN1	\$43,580	\$43,580
Outcome 07	00080519	Local Integrated Development	2016-2020	DIM	GEN2	\$10,351,072	\$8,729,392
Outcome 07	00080522	Municipal Economic and Environmental Governance	2014-2020	DIM	GEN2	\$8,485,651	\$7,621,485
Outcome 07	00083429	Flood recovery - Housing RS	2017-2020	DIM	GEN2	\$6,871,464	\$6,609,609

Country programme outcome	Project ID	Project Title	Duration	Implementation modality	Gender Marker	Budget 2015-2019	Expenditure 2015-2019
Outcome 07	00083882	Via Dinarica	2014-2020	DIM	GEN1	\$1,327,325	\$1,127,802
Outcome 07	00089306	ReLOaD - Regional Programme on Local Democracy in the WB	2017-2020	DIM	GEN2	\$4,245,948	\$4,016,155
Outcome 07	00089307	Diaspora for Development	2017-2020	DIM	GEN2	\$4,324,183	\$3,712,279
Outcome 07	00091322	Birac Region project Phase 2	2016-2018	DIM	GEN2	\$3,330,847	\$2,975,983
Outcome 07	00091324	Integrated Local Development phase III	2017-2021	DIM	GEN2	\$3,919,780	\$3,356,891
Outcome 07	00093063	Inclusive/sustainable Developm	2013-2016	DIM	GEN1	\$1,005,574	\$944,941
Outcome 07	00093064	Local Democracy Phase IV	2014-2017	DIM	GEN1	\$2,305,563	\$2,165,853
Outcome 07	00093065	Birač Region Advancement and Cooperation (BIRAC)	2013-2016	DIM	GEN2	\$2,516,938	\$2,018,498
Outcome 07	00093066	Migration and Development	2012-2016	DIM	GEN2	\$693,293	\$638,901
Outcome 07	00093067	Local Governance	2012-2017	DIM	GEN2	\$6,491,783	\$5,934,659
Outcome 07	00093068	Local development Bihac	2011-2019	DIM	GEN1	\$2,890,918	\$1,975,584
Outcome 07	00094438	LDS - EU4Business	2018-2022	DIM	GEN2	\$1,612,098	\$1,167,357
Outcome 07	00102756	Vocational Training Center in Northern Bosnia	2017-2020	DIM	GEN2	\$531,918	\$404,578
Outcome 07	00105031	UNDP Flood recovery - Housing FBiH	2017-2020	DIM	GEN2	\$1,625,041	\$1,387,783
Outcome 07	00105032	ASB Flood recovery - Housing FBiH	2017-2020	OTHERS	GEN2	\$3,170,221	\$2,139,595
Outcome 07	00105033	HWA Flood recovery - Housing FBiH	2017-2020	OTHERS	GEN2	\$3,481,745	\$2,314,739
Outcome 07	00106502	SDGs Roll-out Support and Private Sector Engagement	2017-2020	DIM	GEN2	\$903,753	\$699,843
Total outcome 07						\$77,237,358	\$66,647,220
Outcome 08	00046049	Biomass Energy for Employment	2019-2020	DIM	GEN2	\$604,162	\$557,930
Outcome 08	00048025	Mainstreaming Green Environmental Development	2007-2020	DIM	GEN1	\$21,738,368	\$17,968,820
Outcome 08	00075853	BiH First Biennial Update Report (FBUR)	2013-2015	NIM	GEN1	\$71,668	\$70,675
Outcome 08	00079744	Third National Communication	2014-2017	NIM	GEN1	\$518,900	\$498,445
Outcome 08	00080520	Minamata convention	2016-2018	DIM	GEN1	\$202,172	\$198,271
Outcome 08	00083690	Climate resilient flood management in Vrbas River Basin	2015-2020	DIM	GEN2	\$6,132,561	\$5,702,574
Outcome 08	00094434	Initiation of Low Carbon Urban Development	2016-2017	DIM	GEN2	\$60,499	\$48,714
Outcome 08	00096684	Low Carbon Urban Development	2017-2022	DIM	GEN2	\$419,792	\$384,668
Outcome 08	00105090	Fourth National Communication	2018-2021	NIM	GEN2	\$275,505	\$240,272
Outcome 08	00105415	48025 Green Economic Development Phase II	2018-2021	DIM	GEN2	\$8,040,194	\$7,538,165
Outcome 08	00107560	Improvements in district heating	2018-2020	DIM	GEN2	\$649,310	\$481,236
Total outcome 08						\$38,713,131	\$33,689,770
Outcome 09	00045159	National response to HIV/AIDS and Tuberculosis in BiH	2010-2019	DIM	GEN2	\$6,419,909	\$5,387,044
Outcome 09	00058680	Social Inclusion Award	2011-2015	NIM	GEN2	\$43,788	\$40,404
Outcome 09	00080525	Revitalizing Local Communities	2014-2020	DIM	GEN2	\$12,864,252	\$10,055,299

Country programme outcome	Project ID	Project Title	Duration	Implementation modality	Gender Marker	Budget 2015-2019	Expenditure 2015-2019
Outcome 09	00092763	Reducing Drug Dependence	2017-2020	DIM	GEN2	\$1,211,582	\$1,009,480
Outcome 09	00093060	BIH Tuberculosis Strategy	2010-2017	DIM	GEN1	\$2,973,467	\$2,619,008
Outcome 09	00093061	Fighting corruption Interim response	2015-2016	DIM	GEN2	\$117,702	\$117,106
Outcome 09	00094436	2018 National Human Development Report	2018-2020	DIM	GEN2	\$200,000	\$138,820
Outcome 09	00105416	Women in elections in BIH	2018-2020	DIM	GEN3	\$1,432,422	\$591,107
Total outcome 09						\$25,263,122	\$19,958,268
Unlinked project	00080662	Sustainable Development Pathways in Europe and the CIS	2014-2018	DIM	GEN1	\$150,000	\$0
Unlinked project	00095840	Inclusive Labour Market Solutions	2016-2018	DIM	GEN1	\$24,198	\$24,198
Unlinked project	00100674	Urban Resilience Network	2017-2018	DIM	GEN1	\$70,014	\$68,403
Unlinked project	00108864	Development Dialogues, Innovation and Partnerships	2018-2019	DIM	GEN1	\$312,000	\$312,000
Unlinked project	00033363	Joint UNDP-DPA Programme on Conflict Prevention	2004-2018	DIM	GEN1	\$469,004	\$377,106
Unlinked project					GEN2	\$304,012	\$236,669
Unlinked project	00046049	Biomass Energy for Employment	2019-2020	DIM	GEN2	\$103,283	\$96,143
Unlinked project	00048982	Conflict Team Workplan	2009-2019	DIM	GEN1	\$644,744	\$282,153
Unlinked project	00050813	Democratic Green Economic Development	2008-2013	DIM	GEN1	\$0	\$0
Unlinked project	00057201	Value Chains for Employment	2009-2014	DIM	GEN2	\$0	-\$28
Unlinked project	00057210	Access to Justice and Transitional Justice	2009-2013	DIM	GEN1	\$0	-\$12
Unlinked project	00073437	Regional support facility-Roma inclusion	2013-2016	DIM	GEN1	\$209,771	\$173,544
Unlinked project	00107560	Improvements in district heating	2018-2020	DIM	GEN2	\$412,448	\$302,920
Total unlinked project						\$2,699,473	\$1,873,095
Grand Total						\$223,948,062	\$193,656,631

Source: Atlas (2020)

Note:

UNDAF Outcome 3/Outcome 06: Effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters

UNDAF Outcome 4/Outcome 07: Economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors

UNDAF Outcome 5/Outcome 08: Legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources

UNDAF Outcome 9/Outcome 09: Targeted legislation, policies, budget allocations and inclusive social protection systems are strengthened to proactively protect the vulnerable

Annex 4. PEOPLE CONSULTED

UNDP

1. Adela Pozder Čengić, Rural and Regional Development Sector Leader
2. Aida Hadžić Hurem, Project Manager, Disaster Risk Reduction
3. Aida Laković Hošo, Project Manager, Integrated Local Development Project
4. Ajla Mostarac, Energy and Environment Sector Communications Officer
5. Aldin Medjedovic, Senior Project Officer, Local Integrated Development, Governance Component
6. Alexandre Prieto, Project Manager
7. Alisa Grabus, Energy and Environment Sector Project Associate
8. Amra Zorlak, Monitoring and Evaluation Analyst
9. Armin Sirčo, Social Inclusion and Democratic Governance Sector Leader
10. Bogdan Živanović, Illicit Trafficking Project
11. Dženan Kapetanović, Programme Associate
12. Edin Telalagić, Programme Associate
13. Edis Arifagic, Local Development Programme Manager
14. Emir Adžović, Private Sector Analyst
15. Ena Kosanovic, Energy and Environment Administrative Support Assistant
16. Envesa Hodžić Kovač, RCO M&E Specialist and Project Manager of the SDGs rollout project
17. Goran Stefatic, Project Manager, Municipal Economic and Environmental Governance
18. Ismar Čeremida, Project Coordinator
19. Larisa Kubat, Programme Resources Planning and Management Analyst
20. Majda Ganibegović, Project Manager, Local Communities.
21. Marina Dimova, Chief Technical Specialist
22. Merima Avdagić, Project Manager, Diaspora for Development
23. Nedim Catovic, Programme Analyst
24. Nešad Šeremet, HIV/AIDS Programme Manager
25. Sabina Hidanović, Legal Expert
26. Sanjin Avdic, Sector Leader, Energy and Environment
27. Sezin Sinanoglu, UNDP Resident Representative
28. Slobodan Tadić, Senior Programme Coordinator
29. Suad Baljak, Mine Action Officer
30. Sukhrob Khoshmukhamedov, Deputy Resident Representative
31. Tarik Učanbarlić, Project Manager

Government

32. Bosko Kenjic, Assistant Minister, Ministry of Foreign Trade and Economic Relations
33. Zijada Krvavac, Cantonal Assistant Minister for Environment, Cantonal Ministry of Environment
34. Igor Radojičić, Banja Luka City Mayor
35. Tijana Borovcanin Maric, Expert Assistant at Ministry for Human Rights and Refugees

Donors

36. Aisa Bijedic, SIDA

Other UN agencies

37. Matea Grabovac, UNEP

Civil society

38. Nijaz Avdukić, FBiH Development Planning Institute

Annex 5. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Jordanian governmental departments, project management offices and others.

Bosnia and Herzegovina, 2014 Floods, Recovery Needs Assessment. <https://www.gfdrr.org/sites/default/files/BiH-rna-report.pdf>

UNDP 2017, Smart City Initiative, https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/smart-city-initiative.html

BiH Government & UN (2019), Voluntary Review / Implementation of Agenda 2030 and the Sustainable Development Goals in Bosnia and Herzegovina:

https://sustainabledevelopment.un.org/content/documents/23345VNR_BiH_ENG_Final.pdf

Annex 6. PRE-MISSION QUESTIONNAIRE

Country: Bosnia and Herzegovina

Programme Cycle: 2015-2019

Data collection mission planned: September 2018

Operational and Financial Overview:

	2017	2015
Total CO expenditures	31,289,869	76,709,467
Programme Expenditures	28,989,992	72,889,255
of which, from Core	350,172	411,587
Government Cost-Sharing	8,400,514	8,583,391
Management Expenditures	1,870,680	2,420,912
Number of personnel	182	
Total number of active on-going projects (Atlas outputs)	52	45
of which, NIM	7	8
DIM	45	37

Date of Last ADR: 2009

Date of last OAI audit: 2014 (Country Office audit)

ICPE Focal Point: Marina Dimova

Questions

The following questions are an initial set – based on a cursory review of programme, project and reporting documentation. The items listed here should not be construed as comprehensive and are not intended to suggest our evaluation will be limited to these themes and operational aspects.

Strategy and Programme Focus

Questions	CO response
Energy Management In its 2017 ROAR, the BiH CO notes a series of successes in its energy management programme, including assistance on a new law, improvements in	The main factors that contribute to this success include: Early niche-positioning of UNDP in the domain of energy efficiency in the public-sector buildings (since 2013), based on the policy paper in this area:

<p>the energy efficiency of public buildings, and successful launch of a new GCF-funded energy efficiency / CCM project. What are the factors contributing to UNDP success in this sector? Especially recognizing the national options for energy support from the EU and other providers?</p>	 PP on EE.docx <p>Since then, UNDP has been intensively working in this area and gradually became the only development partner offering support “at scale” in this regard. This role has been recognized by Sida, who channelled their financial resources for this priority through the UNDP-implemented Green Economic Development project (currently in its second phase, scaling up results from the initial phase). Blueprint tools and approaches have been relatively fast being proposed for scaling up through larger interventions (such as the GCF, etc.). UNDP established and developed excellent cooperation with relevant authorities at state, entity, cantonal and local government levels, all of which have a say in the energy efficiency policy and investment areas.</p>
<p>Financing through the new Country Investment Facility</p>	<p>Capitalizing on its more than 17 years of experience in local governance and integrated local development in Bosnia and Herzegovina, UNDP has created a wider concept on integrated urban governance and cities of the future. One segment of this concept has been submitted to and approved by the Country Investment Facility 2018. As the first smart city type of pilot in the country, the initiative can become one of the UNDP flagship interventions, holding potential both for horizontal scaling up, as well as for resource mobilization by various stakeholders (governments, donors, IFIs, etc.). The initiative (just launched) will be piloted on the territory of Sarajevo, in direct cooperation with the City of Sarajevo.</p>  Country_Investment_Facility_Proposal_B <p>UNDP systemically seeks possibilities to expand the financial resources for this intervention, which can serve as a broader programmatic platform for future integrated assistance, gradually helping UNDP’s approach to shift towards more innovative and future-oriented development work. Moreover, the CO is preparing a supplementary proposal to be considered by the 2018 Innovation Facility. In a way, the implementation of the Smart City pilot will also be used to create the nucleus of a programme innovation space within the CO, which can in the future “fuel” the broader programme with innovative solutions and cross-sectoral ideas, as well as serve as an innovation resource hub.</p>
<p>SDG Integration - BiH is listed for the Voluntary National Review in 2019. What will the role of UNDP be in this process? How is UNDP supporting the integration of SDGs in</p>	<p>UNDP in Bosnia and Herzegovina is taking a pro-active role in the nationalization of the SDGs in the country. There are two main areas where UNDP is taking a lead role in this regard: Sensitizing and engaging the private sector in the implementation of the SDGs; Support to ensuring SDGs are embedded within emerging strategies of sub-national governments (entity, cantonal and local government levels).</p>

<p>National development planning?</p>	<p>For more details: SDGs Scorecard (May 2018)</p> <p>In terms of the VNR 2019, the plan is to focus it on inclusion and equality. At present, UNDP is working on the NHDR on Social Inclusion 2018, which is closely connected with the SDGs and will serve as input for the VNR 2019. In addition, UNDP will continue to support private sector’s engagement and contribution to achieving the SDGs.</p> <p>One of the UNDP signature results is related to harmonization of sub-national planning system in the country (entity-cantonal-local government levels), including through support to strengthen institutional capacities for design and implementation of strategies, as well as harmonization of methodological, operational and legal frameworks. In these efforts, UNDP will embed the lens of SDGs, to mainstream Agenda 2030 in the future strategic frameworks. In addition, UNDP will play a key supportive role to the on-going UN/RCO and UNDP joint initiative which aims to introduce the SDGs in the broader policy agenda and will therefore facilitate a country-wide SDG framework.</p> <p>For more details: SDGs Roll-Out Support and Private Sector Engagement Project finance by the Government of Sweden.</p>
<p>Risk-proofing the Western Balkans</p> <p>The Human Development Report 2016: ‘Risk-proofing the Balkans, highlights the increasing natural disaster risks in the region and makes a strong pitch for ‘people-centred’ disaster risk reduction strategies to be set in place. Recognizing UNDPs important role in the recovery effort following the 2014 Southeast Europe floods, has the BiH CO expanded its support to government on DRR and is this a major focus of the current CO strategy?</p>	<p>Following the devastating 2014 floods, together with the EU, governments at all levels, donors and other UN agencies, UNDP 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-centred recovery assistance, the UNDP helped set the country back on its path to socio-economic development. After the assistance, the 2014 EU Progress Report for Bosnia and Herzegovina stressed that "disaster risk reduction (DRR) and disaster management need to be treated as a matter of urgent priority, particularly in the light of the recent severe floods".</p> <p>Being directly engaged in the aftermath of the 2014 floods, UNDP realized that it is of ultimate importance to make a systemic shift from emergency response to DRR-informed development by focusing on improving government internal systems, strategies, capacities and processes that enable pro-development DRR.</p> <p>As highlighted in the UNDP Action Plan on DRR in Bosnia and Herzegovina: from Projects to Synergy, UNDP is one of the few actors in the country that address prevention, preparedness, and disaster response. In 2016, UNDP spearheaded the development of the Joint UN DRR Framework, which informs not only UNDP, but also the broader UN efforts in the area of DRR, including joint UN programming in this regard. Therefore, DRR takes a central place within the current UNDP programme, with growing DRR portfolio (on-going projects include Disaster Risk Reduction Initiative in Bosnia and Herzegovina, the Interlinking Disaster Risk Management in Bosnia and Herzegovina, the Technology transfer for climate resilient flood management in Vrbas River Basin, the Municipal Economic and Environmental Governance Project, the South East Europe Urban Resilience Building Action Network and the Increasing Resilience of Livno, Mrkonjić Grad and Maglaj Project).</p>

	<p>At present, UNDP, in partnership with UNICEF, FAO, UNESCO and UNFPA has finalised a new Joint UN DRR programme pending approval from the donor, together with several smaller-scale interventions, all of which inter-connected and contributing to the broader DRR agenda in the country.</p>
<p>GFATM withdrawal from BiH The Global Fund is withdrawing from BiH, and it has been indicated that the CCM secretariat would be managed by UNDP until 2018. Is this process complete? Has the transition been smooth and well-coordinated? Are there continuing procurement concerns due to fragmentation in the country's health care system?</p>	<p>The two large GFATM funded programmes that have become a global showcase of UNDP excellence by ensuring reduction of TB cases by 50% and securing that Bosnia and Herzegovina remains among countries with the lowest HIV prevalence in Europe have been formally completed in 2017.</p> <p>However, UNDP continued its support to BIH authorities to assist them to fully take over management of systems and assets provided by the GFATM-funded programmes, as per transitional plans.</p> <p>To that end, the UNDP accepted to technically support the CCM secretariat in the transition period, and corresponding grant agreement was signed with the GFATM to cover period 2017 - September 2019. In addition to that, the GFATM approved the UNDP proposal for utilisation of some USD 560,000, originating mainly from the interest and exchange rate gains during project implementation, to support uninterrupted continuation of prevention, care and support services among key populations, including people who inject drugs, men who have sex with men, and prisoners through provision of the grants to six NGO specialized in this field.</p> <p>On a parallel track, with support from the UNDP HQ, the CO and CCM initiated activities on development of clear procedures and guidelines on social contracting of NGOs for provision of HIV prevention related services, including development of calls for proposals, selection criteria, contracting terms and conditions (including financial and programmatic reporting requirements), internal and external control mechanisms, monitoring and evaluation system, transparency standards, etc.</p>
<p>Are there any examples of pilot/innovative approaches? Please include details about the specific partners, project results and how these were measured. Please also provide any examples of lessons drawn from these pilot projects for the country programme. To this end, it will be interesting during the evaluation to learn more about the 'Unlocking Smart and Sustainable Urban Development through Government – Business -</p>	<p>Innovative initiatives and tools: Disaster Risk Assessment System (DRAS) is a web-based tool, which offers open hazard data to citizens so as to increase disaster risk awareness, as well as spatial risk assessments combining hazard, land use and vulnerability data for local government decision-makers. The DRAS has been piloted in 2 cities and is currently being replicated in 10 additional local governments. Main partners are local government officers and leadership, as well as academia representatives and community representatives.</p> <p>Vocational training centre in Gradačac: this idea is innovative because it is entirely private-sector driven, places focus on high-skill development among young people (as opposed to the prevailing approaches to assist low-skill employment capacities) and connects them with industries holding highest potential for growth, towards „jobs of the future“. The approach yielded employment of more than 70 young people in the town of Gradačac in the automobile industry. The approach also entails transfer of know-how from business operations in Turkey.</p>

Community Collaboration' project that just received	<p>The first crowdfunding academy in Bosnia and Herzegovina: 11 teams were selected for participation in the Global Crowdfunding Academy based on a competitive Call for Proposals. The main goals of the Academy were to provide opportunities for alternative financing of innovative initiatives from Bosnia and Herzegovina via group funding. The projects were in the area of: tradition and culture (e.g. old dishes and handicraft); promotion of organic and ecological producers; establishing social enterprises; games for children. This tool not only promoted innovative thinking among various groups and people country-wide, but also enabled customizes capacity development for selected 11 teams and helped with the preparation of the crowdfunding campaigns.</p> <p>The IT Girls Initiative and the STEM Academy: these pilot initiatives enabled modern skills development among young people. The pilot approaches now serve as the backbone for a larger IT Girls UN joint programme (conceptualised in partnership with UNICEF and UN Women, in a resource mobilisation stage) and are embedded within UNDP new youth employability interventions.</p> <p>System for agrometeorological prognosis for farmers in partnership with the RS Ministry of Agriculture.</p>
---	---

RBM, results framework, Indicator matrix

Question	CO response
<p>In addition to Marina are there others in the CO working on M&E? Can you provide a breakdown of M&E activities/spending?</p>	<p>The CO has a Monitoring and Evaluation Analyst (NOA level). Some of the projects also have their M&E Specialists or have dedicated parts of ToRs for this function (at the project level).</p> <p>As provided in our ROAR 2017, the spending for monitoring amounts to US\$ 943,342; the spending for decentralized evaluation amounts to US\$ 78,891 (combined total spent on M&E in 2017 is US\$ 1,022,233).</p>
<p>CPD/outcome indicators: Please provide information on how UNDP is collecting data and evidence for CPD indicators. Any evidence to support the indicator monitoring and data collection efforts?</p> <p>Do you think the chosen indicators can provide precise information on UNDP's contribution, and on the quality thereof?</p> <p>Are there any issues that the CO is facing in collecting evidence on CPD/outcome indicators?</p>	<p>Since 2015, the CO has created the CO Monitoring Tool, which is a manually processed excel table enabling organized collection of data from all projects against the set CPD outcome and output level indicators, and monitoring of cumulative results against the CPD targets. The CO Monitoring Tool also comprises the IRRF indicators, all of which connected to the relevant UNDP projects and programmes. The CO Monitoring Tool is updated every mid-year and end-year, to enable both monitoring, as well as overview of annual achievements.</p> <p>Practice comes to show that the CPD indicators are sometimes not capturing specific results, or UNDP's specific contribution (for example, in terms of measuring transformational changes and at-scale impact; efficiency, etc.). Outcome-level indicators (taken directly from UNDAF) are relatively generic and not indicators per se, which is a weakness. Baselines in many cases were not set in place, nor data is available and/or reliable in all cases.</p>

Efficiency / Resource Management

Question	CO response
<p>The Country Office has managed a sudden increase in Programme expenditures in 2014-2015 (primarily flood response-related) with no – or little – increases in Management expenditures. How was this achieved? Was there an internal strategy in place (prior to the increase or at the onset of the response to the 2014 floods)? Was specific support provided by RBEC or by HQ?</p>	<p>As a result of the efforts to address the consequences of the 2014 floods, UNDP’s 2015 delivery figures have set records coming in at US\$ 73 million (10th place globally), alongside with US\$ 45 million resource mobilization. The successful management and timely delivery of the increased programme expenditures came as a result of:</p> <ul style="list-style-type: none"> Sound leadership that managed to transform development risks into opportunities, position UNDP as a trusted and capable partner in the floods-recovery process, presenting a platform enabling harmonised engagement of all donors contributing to the recovery, including the EU; Smart optimisation of country office staff; Access to up to date information, thanks to the network of local offices; Recovery assistance smartly complemented by the broader UNDP programme (including the traditionally strong local governance programme); Strong partnerships with governments across all levels, which helped timely and result-oriented design and delivery of the interventions despite overall challenging political environment; Fast-track procedures, which speeded up delivery without compromising procurement rules and logic.
<p>The overall implementation ratios (Budget/Expenditures) for 2015-2017 are above average and illustrate the country office’s capacity to deliver. In the disaster response outcome, the CO was able to effectively spend the increased resources related to the flood response. Can you explain how this was achieved, and what key factor(s) explain the CO’s capacity to deal with the unforeseen situation? In the social protection outcome, the implementation ratio of 2015 was negatively affected by high amounts of unspent budgets in two projects: 00045159 National Response to HIV/Aids and Tuberculosis in BiH; and</p>	<p>Disaster response</p> <p>2015 and 2016 programme delivery, which set historic delivery records, have been reinforced by:</p> <ul style="list-style-type: none"> sound leadership and guidance throughout the process – from design to delivery, monitoring and communicating results; improved and expanded organisational and human capacities; renewed approach to utilization of the CO human resources; setting up adequate regional structures (project offices) to support tailored and timely recovery assistance in the field; positioning UNDP as a valued partner offering people-centred and quality development services, particularly in resilience and post-crisis recovery, where UNDP proved to be the lynchpin between humanitarian and development assistance. <p>Social protection</p> <p>No particular blocking factors have been identified under the social inclusion sector in the mentioned period;</p> <p>the two output projects are registered under the award number 00045159 (BIH10/00053091-Phase one of the GFATM grant for HIV/Aids and BIH10/00076377-Phase two of the GFATM).</p> <p>Last budget year for the BIH10/00053091 was 2012, with total budget of 28 000 USD.</p>

<p>00080525 Revitalizing Local Communities</p> <p>Could you please provide some insights on what affected the spending of available budgets for these two projects in 2015? What were the key blocking factors? How did the CO respond to these challenges in order to remove the implementation bottlenecks?</p> <p>Are you expecting some slowdown in implementation in 2018 as a result of the pending national elections this October?</p>	<p>Under the BIH10/00076377 budget for 2015 was 4.7 million USD with the delivery of 4.24 million or close to 91%.</p> <p>With regard to output project BiH10/00090164 under the award 00080525 - it is important to note that this was the first UNDP project awarded through open competitive tender. UNDP submitted a concept note to SDC in May 2014, got approval to develop a full-fledged project in June 2014; in November 2014 UNDP submitted the comprehensive intervention, with envisaged duration of four years. Once the project was approved by the SDC the extended negotiations between the SDC and UNDP HQ regarding administrative and legal issues caused a delay and the agreement between UNDP and SDC was signed only in July 2015. Based on management decision, the original budget of CHF 1,213,960 or USD 1,350,000 was left unchanged in the system, although it was unrealistic to deliver this volume of resources within the short timeframe. In the first six months the project achieved or excelled all envisaged results with relatively small investment. The project is fully up to speed today, both in terms of programme, as well as financial delivery.</p> <p>General Elections 2018</p> <p>The programme may be slowed down by the forthcoming General Elections in October 2018. The programme has been planned in a way to ensure maximised work before October and increased efforts at the local level in the last quarter of the year – so as to ensure minimum percussions on the programme delivery.</p>
--	--

Funding / Resource mobilization

Question	CO response
<p>Is there a resource mobilization strategy?</p> <p>How is it operationalized? What are current efforts focused on?</p>	<p>The CO has a resource Mobilisation Strategy developed in 2015. In addition, UNDP is part of the UNCT Resource Mobilisation Strategy developed in 2018. The resource mobilisation strategy is translated into results through:</p> <ul style="list-style-type: none"> leadership pro-active role and engagement with all stakeholders (donors, governments, etc.); relevant capacity development of programme staff; setting resource mobilisation targets for programme staff as part of the annual professional goals; current efforts are placed on exploring possibilities to tap into development financing from IFIs and the private sector, as well as from thematic funds (GEF, GCF, etc.), unlocking non-performing loans, or initiating other development partnerships, in the broader Agenda 2030 framework.
<p>Level of Government Cost-Sharing?</p>	<p>In 2017 co-funding by governments at all levels has remained strong as it was the case in 2016 and represents the second-largest contributor to the 2017 budget portfolio. Governments at local, cantonal, entity and (least part) state levels contribute to GCS,</p>

<p>What is GCS currently focused on? How is UNDP ensuring future funding from government?</p> <p>Is GCS constituted of state or entity-level funds? Are there any opportunities to mobilize GCS at the local/cantonal levels?</p>	<p>primarily for infrastructure and capital investments; procurement services in various areas (medical drugs, equipment, etc.); etc.</p>
---	---

Previous Evaluations and lessons learned

The rest of the questions posed build from the findings and recommendations of the 2009 Assessment of Development Results (ADR) for BiH that UNDP IEO carried out. We recognize that this evaluation was carried out almost a decade ago, and that there have been significant changes in the context in which UNDP operates. However, we believe that your responses will help us understand the current context and UNDP's response. Concrete examples and/or documentation to support your answers will be very helpful.

Questions	CO response
<p>Key findings and recommendations from the 2009 ADR 2009: On improving democratic governance at state and entity levels: Contributions to Public Administration Reform appeared to have been mostly in the form of small-scale inputs, of which the results were not yet apparent. PAR efforts in the country were driven by EU programmes, and UNDP funding not commensurate with this issue's level of priority. The ADR noted that a stronger focus on PAR was needed.</p> <p>How is the situation today? Have there been concrete, key contributions to PAR achieved by UNDP in the previous and/or current programme? If yes, how has this been operationalized?</p>	<p>At present, UNDP in Bosnia and Herzegovina does not have a dedicated Public Administration Reform intervention or portfolio. This domain continues to be supported mainly by the EU, with increasing presence by GIZ.</p> <p>Intensive efforts, however, are placed on capacity development of institutional counterparts, with governance aspect being mainstreamed across almost all UNDP interventions.</p> <p>UNDP, however, does support institutional partners at entity (as well as cantonal and local government levels) in the areas of technical capacities, public finance management, development planning and management.</p> <p>Potentially, upon formal adoption of the Public Administration Strategy, UNDP may strategically seek to re-position itself in this domain, building on the current strengths and knowledge, particularly at local and cantonal government levels.</p>
<p>On poverty reduction and social inclusion: The ADR noted efforts made in the area of sustainable livelihoods, which focused on returnees but had little evidence of impact at the time. Some new approaches of linkages to market opportunities were introduced.</p> <p>Were these new approaches continued; where they scaled up? How were the results measured?</p>	<p>UNDP places strong focus on economic empowerment of socially excluded population groups, including returnees (only in 2017, UNDP supported approximately 200 returnees' families) and internally displaced persons, mainly through skills development and employment, as well as through support to employment-intensive public grant schemes targeting socially excluded groups.</p> <p>In the last programmatic cycle, all UNDP</p>

	<p>interventions were designed with due consideration of linkages to market opportunities, building on previous value chain analyses.</p> <p>Relevant intervention: the Local Integrated Development Project, the Birač Region Development and Cooperation Project.</p>
<p>On partnerships: The ADR recommended that UNDP should move away from being an implementer of projects, and give serious consideration to partnerships with donor agencies, and particularly with the EU.</p> <p>What has changed in UNDP's partnership strategy? Did UNDP clarify its engagement/partnership with the EU?</p>	<p>In terms of the 2014-2017 contribution by donors to the UNDP programme, the largest contributor is the EU (USD 98.3 million). The EU and UNDP in Bosnia and Herzegovina have excellent cooperation, which results have yielded concrete positive change in life of the people in Bosnia and Herzegovina, particularly in addressing the devastating effects of the 2014 floods.</p> <p>The EU Delegation and UNDP in Bosnia and Herzegovina have deepened dialogue related to the SDGs. Specifically, a discussion has been launched already in 2016 on the inter-connectivity between the Agenda 2030 and the EU accession process with the EU Delegation to Bosnia and Herzegovina, which will continue in the forthcoming period.</p> <p>The EU will remain a strategic partner for UNDP in the country. In addition to on-going cooperation in the areas of municipal governance and public services, decent jobs, more competitive economy, better functioning institutional systems and floods recovery, UNDP and the EU may expand interaction in the areas of digital agenda, agriculture, local governance, energy management and climate change, integrated border management.</p>
<p>On the choice of implementation modality: The ADR noted that UNDP should shift from direct to national implementation and use NIM for new projects.</p> <p>The situation today shows that this has not happened (90% of projects and of expenditures are DIM). What prevented UNDP from making that shift? What are the remaining challenges? How does UNDP plan to tackle them?</p>	<p>The key challenge remains highly politicised and complex governance structure, which affects programme design and delivery. Prospects indicate that this situation is less likely to change in the mid-term.</p>

Annex 7. STATUS OF COUNTRY PROGRAMME INDICATORS

As reported by the Country Office in the Results Oriented Annual Reports

Indicator ²⁴	Baseline	Target (2019)	Progress					
			2015	2016	2017	2018	2019	
UNDAF Outcome 3/Outcome 06: By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters.								
Indicator 1.1 Reduction in war remnants and surplus ammunition stockpiles ^{25, 26}	17,000	8,000	Not applicable	Not applicable	Progress	Target reached and exceeded	Target reached and exceeded	
			Not reported	Not reported	9,572	6,864	5,554	
Indicator 1.2 Number of policies, strategies and laws that incorporate disaster risk reduction (DRR); DRR concepts at all government levels. ^{27, 28}	2	3	Not applicable	Not applicable	No progress	No Progress ²⁹	No progress	
			Not reported	Not reported	31	54	55	
Indicator 1.3 State-wide mechanism in place for peaceful resolution of conflicts, reconciliation and respect for diversity ³⁰	No	Yes	No progress	No progress	No progress	Target reached ³¹	Target reached	
			No	No	No	Yes	Yes	

²⁴ "Indicator," "baseline," "target" and "status / progress" were extracted from Corporate Planning System.

²⁵ Source: Regular reports from the Ministry of Defense of Bosnia and Herzegovina. UNDP assessments.

²⁶ Percentage reduction can be computed based on baseline and target

²⁷Source: Adopted local, cantonal strategies that embed DRR. Annual reports from entity Civil Protection Agencies and cantonal ministries of interior affairs.

²⁸ original target: 3 developed plans responding to DRR; centrally coordinated platform Original baseline: 2 parallel entity non-coordinated plans for DRR

²⁹ The numbers for 2017 and 2018 reflect cantonal and local government strategies where DRR perspective has been mainstreamed. The set target reflects national and entity-level DRR frameworks and policies, which are not there yet.

³⁰ Reports from the Presidency of Bosnia and Herzegovina. Minutes from Dialogue Platform meetings. UNDP programme reports.

³¹ Target reached. The mechanism is functional. The Dialogue Platform both as a national, local but also regional mechanism representing multi-stakeholder consultation mechanism continues to function in 2019. UNDP, together with UNICEF and UNESCO in BiH, supported localization of the Dialogue Platform in 27 municipalities country-wide. A regional dialogue platform also provided space for dialogue among several stakeholder groups (adolescents, youth, CSOs, women, media, teachers, business sector, academia) from BiH, Montenegro and the Republic of Serbia to address common social divides and identify common solutions for a socially cohesive region.

Indicator ²⁴	Baseline	Target (2019)	Progress					
			2015	2016	2017	2018	2019	
UNDAF Outcome 4/Outcome 07: By 2019, economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors.								
Indicator 2.1 Value of development index in targeted areas. ^{32, 33}	0	1	No progress 0	No progress 0	No progress 0	No progress 0	Target reached ³⁴ 1	
Indicator 2.2 Functional development planning system in place contributing to reduction of regional disparities. ³⁵	No	Yes	No progress No	No progress No	No progress No	No progress No	Target reached ³⁶ Yes	
Indicator 2.3 Number of households with improved access to public water and sanitation services as a result of UNDP assistance ³⁷	0	450	Not applicable	Not applicable	Target reached and exceeded	Target reached and exceeded	Target reached and exceeded ³⁸	
			Not reported	Not reported	81,703	308,627	336,792	
Indicator 2.4 Number of people employed and benefiting from income generation activities	4,149	17,800	Not applicable	Not applicable	Target reached and exceeded	Target reached and exceeded	Target reached and exceeded	
			Not reported	Not reported	25,019	26,646	28,057	
UNDAF Outcome 5/Outcome 08: : By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources.								
Indicator 3.1 Increase in percentage of budgetary allocations directed to environmental protection, energy efficiency and renewable energy sources (climate change). ³⁹	0%	10%	Not applicable	Not applicable	Progress	Target reached	Target reached ⁴⁰	
			Not reported	Not reported	7%	10%	10%	
	28.6		Not applicable	Not applicable	Progress	No change	Target reached ⁴¹	

³² UNDP programme reports and information.

³³ The methodology for the development index is still to be finalized and tested country-wide. The delay is due to insufficient and inconsistent statistical data across local governments. The methodology be finalized in 2018 and pilot tested. The index methodology has been finalized and implemented by the Federation of Bosnia and Herzegovina, while the process is being considered by Republika Srpska.

³⁴ Original baseline: 2014 development index in areas/municipalities Original target: Growth of development index value in targeted areas where UNDP provides assistance Please insert numerical values for baseline and target

³⁵ Public Gazettes, SIGMA Reports, Progress Report for Bosnia and Herzegovina 2018.

³⁶ There has been an increase in the % of sub-national governments with standardized development planning and management system as part of a wider coherent framework, covering 76% of local governments and 100% of cantons. A new Law on Development Planning and Management has been adopted in the Federation of Bosnia and Herzegovina in 2017, which is a step forward towards a country-wide system. In 2019, 83% of local governments and 100% of cantons have standardized development planning and management system as part of a wider coherent framework.

³⁷ Source: Annual reports from water utility companies in target localities. UNDP reports.

³⁸ The set target for 2019 is reached and exceeded. Only in 2019, 28,165 new households benefited from improved water-supply services.

³⁹ Annual reports of governments at local, cantonal and entity government levels. UNDP programme reports and assessments.

⁴⁰ Original baseline: 10% (year-over-year/ gradual increase by 2019). Please put percentage value in target

⁴¹ Last available data from 2014, Second Biennial Update Report on Greenhouse Gas Emissions of Bosnia and Herzegovina under the United Nations Framework Convention On

Indicator ²⁴	Baseline	Target (2019)	Progress				
			2015	2016	2017	2018	2019
Indicator 3.2 Total annual emissions of carbon dioxide (in millions of metric tons).		31	Not reported	Not reported	30	30	25.54
UNDAF Outcome 9/Outcome 09: By 2019, targeted legislation, policies, budget allocations and inclusive social protection systems are strengthened to proactively protect the vulnerable.							
Indicator 4.1 Country-wide coordination mechanisms for social protection systems established. ⁴²	No	Yes	No progress	No progress	No progress	No progress	No progress ⁴³
			No	No	No	No	No
Indicator 4.2 Number of policies targeting the elderly, youth, Roma, and other disadvantaged populations. ⁴⁴	1	3	Progress	No change	No change	Progress	Progress ⁴⁵
			1	1	1	2	2
Indicator 4.3 Tuberculosis incidence in Bosnia and Herzegovina reduced to 35/100000. ⁴⁶	49	35	Not applicable	Not applicable	Target reached and exceeded	Target reached and exceeded	Target reached and exceeded ⁴⁷
			Not reported	Not reported	22	27	25
Indicator 4.4 Citizens' perceptions on dialogue, reconciliation, and appreciation of diversity. ⁴⁸	0	2	No progress	No progress	No progress	Progress	Progress ⁴⁹
			0	0	0	1	1

Source: UNDP Corporate Planning System

Climate Change.

⁴² Source: UNDP and UNICEF programme reports.

⁴³ Efforts related to social protection system has been delayed, due to insufficient interest by national counterparts, as well as insufficient financial resource

⁴⁴ Source: Annual reports from partner local governments and water utilities that introduced renewed water supply policy for the most vulnerable population groups. UNDP assessments.

⁴⁵ Efforts related to social protection system has been delayed, due to insufficient interest by national counterparts, as well as insufficient financial resource

⁴⁶ Source: WHO report 2017. Country Coordination Mechanism Annual Reports.

⁴⁷ Met and exceeded the 2019 target. Official data for 2018 will be available in mid 2019. 2019: WHO, Tuberculosis rates by country in 2018.

⁴⁸ Baseline Perception Study 2019; This indicator is measured through the following scale: 0 - extremely negative citizen perceptions; 1 - negative citizen perceptions; 2 - good citizen perceptions; 3 - very good citizen perceptions

⁴⁹ Original baseline: Findings on current citizens' perceptions collected through UN surveys original target: Positive change in citizens' perceptions Please convert baseline and target into numerical values.; 2019: Although the efforts are made in the broad area of peace building and social cohesion, the results of the Social Cohesion Baseline Perception Survey conducted in 2019 in 17 administrative units (municipalities/cities) in the country, among the population aged 15 to 30 years, as well as government and religious representatives has shown that youth attitudes remain divided when it comes to cooperation and trust among the BiH peoples. The prevailing opinion is that there is not enough trust, primarily due to a lack of desire among public institutions to work on enhancing communication between peoples

; Results of the end-line perception study will be available in 2020.

Annex 8. BiH COUNTRY PROGRAMME EVALUATION TABLE

#	Title	type	Completion date	Status	Mgmt. resp
1.	Final Evaluation of the project Strengthening Parliamentarian Capacities and Key Institutions mandated with fighting Corruption in BiH	Project	25/2015	Completed	yes
2	Final Evaluation Report for the Municipal Training System Project	Project	9/2015	Completed	yes
3	Final Project Evaluation for the "Mainstreaming the Concept on Migration and Development into Relevant Policies, Plans and Actions in BiH" Project	Project	10/2015	Completed	yes
4	Integrated Local Development Project Phase II: Final Evaluation	Project	6/2016	Completed	yes
5	Evaluation of UNDP/UNESCO/UNICEF Dialogue for the Future (DFF) Project Final Report	Project	7/2016	Completed	yes
6	Reinforcement of Local Democracy Project Phase IV, Final Project Evaluation	Project	5/2016	Completed	yes
7	United Nations Trust Fund for Human Security Canton 10 Project Final Evaluation Report	Project	4/2017	Completed	yes
8	Mid-Term Review for the Project Mainstreaming Green Environmental Development	Project	11/2017	Completed	yes
9	Final Combined Evaluation for the Birac Region Advancement and Cooperation (BIRAC) Project and Srebrenica Regional Recovery Programme	Project	11/2018	Completed	yes
10	Evaluation of Outcome 5 of the Country Programme Document 2015-2019: By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources	Outcome	11/2018	Completed	yes
11	Midterm Review (MTR) of the UNDP-supported GEF-financed project Technology Transfer for Climate Resilient Flood Management in Vrbas River Basin	Project	2/2019	Completed	yes
12	Final Evaluation of the Project Strengthening the Role of Local Communities/Mjesne zajednice (MZs) in Bosnia and Herzegovina	Project	4/2019	Completed	yes
13	Final Evaluation of the UNDAF for Bosnia and Herzegovina (2015-2020)	UNDAF	10/2019	Completed	yes
14	Final Evaluation of the Project Municipal Environmental and Economic Governance (MEG)	Project	12/2019	Completed	no
15	Final Evaluation of the Regional Programme on Local Democracy in the Western Balkans	Project	12/2019	Completed	no

16	Final Evaluation of the Project EU STAR-Ammunition Surplus Reduction	Project	2/2020	Planned	no
17	Terminal Evaluation of the Project Technology Transfer for Climate Resilient Flood Management in Vrbas River Basin	Project	2/2020	Planned	no
18	Independent Final Evaluation of the Joint UN Project A More Equitable Society: Promoting Social Cohesion and Diversity in Bosnia and Herzegovina (Dialogue for the Future II)	Project	4/2020	Planned	no
19	Final Evaluation for the Project SDGs Roll-out Support and Private Sector Engagement	Project	4/2020	Planned	no
20	Final Evaluation for the Project Women in Elections in Bosnia and Herzegovina	Project	6/2020	Planned	no
21	Final Evaluation for the Joint UN Regional Project Fostering Dialogue and Social Cohesion in and between Bosnia and Herzegovina, Montenegro and Serbia	Project	9/2020	Planned	no
22	External Review of the Project Mainstreaming the Concept on Migration and Development Into Relevant Policies, Plans and Actions in Bosnia and Herzegovina: Diaspora for Development	Project	10/2020	Planned	no
23	Final Evaluation of the Project Flood Recovery Housing Intervention	Project	10/2020	Planned	
24	Final Project Evaluation for the Green Economic Development Project – II Phase	Project	11/2020	Planned	no
25	Mid-Term Evaluation of the Project Catalyzing Environmental Finance for Low-Carbon Urban Development	Project	12/2020	Planned	no
26	Final Evaluation of the Integrated Local Development Project Phase III	Project	12/2020	Planned	no

Annex 9. MANAGEMENT EFFICIENCY RATIOS – 2015 – 2019

The management efficiency ratio shows that during this CPD cycle, the Country Office’s yearly expenditures on management generally represent on average 6 percent of the total annual expenditures, which indicate that the CO operational efficiency is on track.

	2015	2016	2017	2018	2019
Management efficiency ratio	3%	9%	6%	7%	5%

Source: Executive Snapshot (2020)

Annex 10. BiH COUNTRY PROGRAMME THEORY OF CHANGE

