**Final Evaluation of SDGs Roll-out Support and Private Sector Engagement Project
Number: BOSNIA AND HERZEGOVINA10/00107219
Atlas ID: 00091324**

**Final Report
December 2021**

Evaluator: Charlemagne Gomez

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

Table of Figures & Tables

List of Acronyms

CSOs	Civil Society Organizations
DAC	Development Assistance Criteria
DFID	Department for International Development
EQ	Evaluation Questions
EUD	European Union Delegation
GDI	Gender Development Index
GEWE	Gender Equality and Women´s Empowerment
HDI	Human Development Index
IL	Intervention Logic
KII	Key Informant Interviews
LG	Local Government
LNOB	Leave no one behind
OECD	Organization for Economic Cooperation and Development
RACER	Relevant, accepted, credible, easy to monitor and robust against manipulation
RBA	Rights Based Approach
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Available at an Acceptable Cost, Relevant and Timebound
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

Project Name:	SDGs Roll-Out Support and Private Sector Engagement			
Donor(s):	Government of Sweden			
Implementing agency/Agencies:	UNDP, UNICEF, and UNFPA			
Key Project Partners:	Directorate for Economic Planning of Bosnia and Herzegovina, Government of Brcko District of Bosnia and Herzegovina, Ministry of Foreign Affairs of Bosnia and Herzegovina, Ministry of European Integration and International Cooperation Republika Srpska, and Office of the Prime Minister of Federation in Bosnia and Herzegovina and private sector.			
Project Duration	From	Dec 2017	To	Dec 2021
Total Budget	USD 1,649,049.03			
Evaluation Type (mid-term or final)	Final			
Evaluator Name(s)	Charlemagne Gomez			
Evaluation Duration	from	September 2021	to	December 2021

Figure 1: Overview of the project

EXECUTIVE SUMMARY

The Project "SDGs Roll-out Support and Private Sector Engagement" mobilized a total budget of USD 1,649,049.03. The Project commenced on 1 December 2017 and at the request of the beneficiaries and as a result of the COVID-19 pandemic has been revised three times in order to reflect new priorities as well as offer opportunities for capacity building and engagement of private sector in Bosnia and Herzegovina. The Project is now due to end 31 December 2021. The overall objective of the Project was to bring together the relevant stakeholders together around the SDG Roadmap. This involved an aligning exercise, SDG planning, partnership building, and introduction of several institutional arrangements, monitoring, and reporting as well as defining of a financing model. To this end, the overall goal of the intervention is for Bosnia and Herzegovina to translate the Agenda 2030 into action and as its outcome is to prepare the public and private sector for implementation of the SDGs in Bosnia and Herzegovina. The Project has two key outputs:

Output 1 (O1) SDG Roadmap and Framework for Bosnia and Herzegovina developed with institutional capacities strengthened and; Output 2 (O2) Private sector actors sensitized and engaged in SDGs prioritization, planning and implementation.

UNDP has commissioned the present, final evaluation to provide an independent assessment of the performance of the Project. The evaluation examined evidence of whether, why and how the results are linked to the UNDP intervention and identified factors that have driven or hampered progress. This report therefore provides an overview of the success of the intervention and examines the cause and effects links between the inputs and activities, and outputs, outcomes and impacts. Key findings and conclusions derive from the answers to the eight key Evaluation Questions developed by the evaluator (see annex II).

In the context of the COVID-19 pandemic, the evaluation spanned from early September to November 2021, and data from Project partners was collected through semi-structured interviews and six small focus group discussions. The evaluation faced a small number of limitations, including the inability of the evaluator to travel to Bosnia and Herzegovina, due to the COVID-19 pandemic and given the large number of direct beneficiaries under output 2.1 the evaluator, while only able to consult with a small representative sample of the 605 businesses reached in the tenure of the project, was able to conduct sufficient interviews for the content to be representative in statistical terms.

The evaluation utilized a mixed-method approach for data collection and data triangulation. The evaluation exercise was informed by several lines of evidence including a comprehensive desk review of over 50 documents, the holding of semi structured interviews as well as holding a number of focus groups. In total, the evaluator was able to interview 43 persons, including 22 males and 21 females. The evaluation matrix in annex II outlines the indicators as well as the sources and data collection tools utilized. This included the utilization of already established indicators outlined in the results framework as well as the application of an additional number of indicators in order to denote relevance, impact and sustainability. The utilization of a mixture of sources ensured diversity of perspectives and allowed the evaluator to cross check information to ensure data accuracy as well as gaining a broader picture of the context as well as the performance of the project. The intervention was evaluated against the six DAC evaluation criteria, namely relevance, effectiveness, efficiency, impact, sustainability and coherence. The evaluation also assessed the consideration given to gender equality and human rights in the intervention's design and implementation.

The evaluation came to the following findings and conclusions.

RELEVANCE:

The existing political, social, legal, and institutional complexities in Bosnia and Herzegovina contributed to a slow take up of the Millennium Development Goals. Prior to the intervention, there was also relatively little interest in promoting the subject of the SDGs. The Project was nevertheless able to provide awareness and capacity to the governing institutions and as a result has largely contributed to a wider interest and motivation to implement an SDG Roadmap in the country. As a result, the evaluation concludes that the approach and design of the Project was **highly relevant.**

The Project has ensured a **strong *buy-in* from the domestic institutions and indeed by the private sector** in the advancement of the SDG agenda. The Project was not only able to develop a comprehensive SDG Roadmap but also contributed strongly to the development by institutional stakeholders in collaboration with other actors such as academia and businesses of the SDG Framework with commonly agreed indicators and targets by the governments of Bosnia and Herzegovina.

The design of the action was largely non-prescriptive which enabled the solid ownership of the objectives by the key beneficiaries. The Theory of Change and intervention logic allowed enough flexibility for the beneficiaries to mold to their emerging needs, especially in relation to the COVID-19 pandemic. Furthermore, given the solid enthusiasm and commitment by the key beneficiaries towards the SDG Roadmap, the design of the intervention logic strengthened the overall ownership of the results and contributed to the SDG Roadmap being aligned with the needs of the country.

The support to the development of the SDG Framework, which defines the priorities for achieving the SDGs is concluded to be consistent with Bosnia and Herzegovina´s priorities. Prior to the design and adoption of the SDG Framework, the country did not have a common country wide development strategy primarily due to political reasons. To this end, the development of the framework contributed to establishing a joint long-term vision for the country´s development. Furthermore, the project is also particularly pertinent with regards to the EU accession agenda which also coincides with key accelerators and drivers defined within the SDG Framework. This is complemented by the commitment by the private sector which are now cognizant of the importance of aligning their business policies and protocols towards European standards and thus forwarding the 2030 Agenda.

The Project **built on a number of activities that had taken place prior** to the development of the Project, including a mapping exercise that was conducted as a foundation for future work for all stakeholders, communication, and advocacy on the SDGs as well as raising awareness on the SDGs. All these efforts allowed for the Project to take stock of what was needed in terms of contextualizing the Agenda 2030, which subsequently informed the Project design.

The design of the intervention was **sufficient to ensure that the Project could achieve its objectives**. As aforementioned the non-prescriptiveness of the intervention logic allowed the Project to progress according to the needs of the stakeholders as well as enabling full ownership of the results. As a result of the COVID-19 pandemic and emerging trends, the Project required an extension until the end of 2021 in order to ensure sufficient time to achieve its results.

The Project considered in its design the issues of gender quality as well as human rights, although more emphasis on different groups and the monitoring of the results of these groups within the Projects results could have been more forthcoming.

COHERENCE

The **coherence of the Project is rated as satisfactory**. The Project ensured effective and complementary coherence with other existing projects and enjoyed a very good relationship with both UNDP projects whose goals are

complementary to that of the SDG Roll-out Project as well as an effective and collaborative relationship with other key UN agencies. The involvement of a number of stakeholders was pivotal and the inclusion and support of external agencies such as the Swedish Institute and Business Sweden, including the exchange of best practices, was considered a key driver of the framework and enabled the stakeholders to be more informed.

The Project gained significantly by involving both the private and the public sector, thereby ensuring a higher commitment to the SDGs and filling an important void in the private sector which hitherto were ill informed and were not coordinated in their efforts in promoting and contributing to the Agenda 2030. The collaboration with other entities such as academia, key businesses, and Sweden yielded excellent rewards, and helped raise awareness as well as solidify the overall coordination mechanisms between different layers of public and private sector.

EFFECTIVENESS

The Project has achieved all of its goals at outcome level and the effectiveness of Project is considered as **highly satisfactory**. The Project's approach was to ensure that the involvement of the private and public sector was innovative, and, with each year, there was more and more interest and subsequent commitment in advancing the Roadmap. While the pandemic did present some challenges and delayed some activities, the readjustment of the Project as well as the extension has allowed it to achieve its overall targets.

The Project has been very successful in engaging and promoting sustainable development in the private sector. In total, the Project has engaged with over 605 business, and over a period of three years, a total of 187 applied for the SDG Business Pioneers Award which promoted 88 finalists in specific categories. Furthermore, many activities supported greener, more sustainable and circular business models.

The Project suffered a number of challenges including the impact of the COVID-19 pandemic, which has already clearly impacted on employment and business opportunities and dented the confidence particularly of small businesses. The pandemic further caused delays in meetings and required an adaptation of the Project as well as the key stakeholders on how they interacted. This inevitably slowed the activities down and required time to bolster the agenda on the SDGs again. Nonetheless, both the Project and the stakeholders adapted well, and, after a revision to the Project document as well as a cost and time extension of the Project, the Project is on track to achieve its results.

Despite the pandemic, the Project was able to galvanize support and garner interest right from its initiation. The motivation was rooted in not only the non-prescriptive nature of the intervention logic and the flexibility demonstrated by all stakeholders but was also driven by key persons both in UNDP and the SDG Working Group. The commitment and passion demonstrated by some of the key people ensured a steady interest in the SDG Agenda. This commitment was then supported by increased capacity, awareness, and interest in the SDG agenda.The importance put on stakeholder ownership of the process, and leading the debates and workshops has meant that commitment has been steady throughout. This in turn has resulted in not only the SDG roadmap being developed but an actual design and adoption of the SDG Framework which sets out key responsibilities and pathway towards implementation of the SDGs. The commonly agreed indicators and targets is a significant feat and demonstrates a common agenda shared by all the government institutions supported by the businesses, which will play an important role in the implementation of the SDGs.

EFFICIENCY:

The overall efficiency of the Project is deemed as **highly satisfactory.** The Project was equipped with a sufficient number of staff and the inclusion of UNVs was deemed cost effective as well as providing an opportunity for them with learning and provision of

employment opportunities. The quality of the staff was deemed as high, and all interlocutors expressed deep satisfaction with the quality of the project, its staff, flexibility, and responsiveness.

Monitoring of the Project was considered to be good and the development and the inclusion of several tools such as the dashboard was deemed useful.
The governance mechanisms were sufficient to oversee the programmatic and financial management of the intervention, and UNDP was seen as a reliable, professional, and flexible partner.

The log frame was utilized to guide implementation and was used as a monitoring tool. The format of the annual reports deviated slightly in the last two years of the Project; whereby individual indicators were not referred to. Nonetheless the reports were comprehensive, utilized infographics well and other illustrative graphics and highlighted the key challenges and lessons learned.

The Project was seen to be **very flexible** and was particularly **amenable to adapt to the new context** of the COVID19 pandemic. While the change from in-person meetings to webinars and online discussions somewhat changed the dynamics, the SDG Working Group was able to continue its work and work towards the goals of the project. To some extent the Project outcomes became more pronounced in terms of the use of social media and outreach to businesses and other countries through social portals. The pandemic in a way positively influenced the communication and visibility strategy and allowed the Project to reach out to a more wide-ranging audience.

The target groups and participants took an **absolutely active role** in implementing and shaping the project. The overall design, the capacity built, the awareness raised around SDGs, and the flexibility and responsiveness of UNDP ensured that the government institutions as well as the business sector **drove the Project and its outcomes**.

The COVID-19 pandemic did have some negative effects on the timing of the Project and as a result the Project had to adapt itself to the new context of the country.

IMPACT:
While the SDG Framework advocates for leaving no-one behind, the Project puts a big focus on sustainable and green development rather than other cross-cutting issues such as vulnerable groups and persons with disabilities. There was little mention of other groups in the Project document and the monitoring framework does not factor gender heavily; **vulnerable groups or persons with disabilities are hardly mentioned in the Project Document.** Nonetheless, the SDG Framework ensured gender and human rights concerns are taken into account, particularly with regards to the development pathway Society of Equal Opportunities, as well as two horizontal themes connecting all three pathways- "Human Capital for the Future" and the "Leave no one behind principle". Furthermore, the SDG Week had a session dedicated to addressing inequalities (Social Protection in the Context of Sustainable Development). The event was co-organized with UNICEF and engaged key institutional stakeholders (ministries responsible for social protection and social policy) and the civil society active in this field.

SUSTAINABILITY
The Project deems that **sustainability is satisfactory**. The Project ensured strong ownership of the results by all stakeholders. This was assured due to the quality of capacity building within the institutions coupled with their involvement in various workshops, seminars, and awareness raising activities. The experience of promoting an SDG Framework which is entirely owned by the governmental institutions helped promote overall ownership. The Project also connected with other projects to ensure the harmonization and strengthening of strategic planning and the development of management systems within the country, which now represent a platform for the future implementation of the SDG Framework. While the positive outcomes of the Project are

recognized, it is also acknowledged that implementation and the overall financing of the SDG Framework will face some challenges. This is particularly pertinent with regards to the lower levels of government and oversight, whereby institutions have relatively little knowledge and capacity on the implementation of the SDGs.

HUMAN RIGHTS AND GENDER
The Project ensured that gender and human rights were considered and these issued cut across the whole of the Project. The issues of sustainable development were particularly emphasized. While the SDGs do inherently encompass human rights and gender, the

Project could have placed a more specific emphasis on these issues to highlight and raise awareness thereto and could have placed more importance on the overall monitoring of the impact of the Project and how the pathways under the SDG Framework dedicated to these aspects in particular were making gains.

Figure 2: Overall Recommendations for the Project and the Future

Recommendation	Linked to Conclusion/criterion	Recommendation addressed to	Comments on Recommendations	Priority
Support to and capacity development of the SDG Council	Conclusion Five and Six – Impact and Sustainability	UNDP and SDG Council	In order to maintain the current level of ownership and to accompany the next stage in the process, it would be important to provide capacity and support to the SDG Council for future effective promotion, advocacy, coordination, monitoring, and reporting on the SDGs. This could also include specific communication and engagement platforms with other key stakeholders such as the parliaments, civil society, private sector, development partners, etc.	High
Invest in strategies to outreach and raise awareness amongst the parliamentarians. Given the impending elections, it would be equally important to ensure the sustainability of the results is already achieved through this project with raising awareness sessions. For example, ensuring a Parliamentary SDG working group which could ensure adequate implementation of the SDGs including ensuring that the annual budget includes sufficient funds to ensure adequate implementation and monitoring.	Conclusion Five and Six – Impact and Sustainability	UNDP and the parliaments with the support of the public and private sector as well as civil society	While there is a strong buy in to the SDG Framework, the parliamentarians have not yet been included in key discussions. Given the impending elections, it would be good to promote a mechanism already to ensure that attention is paid to the SDGs amongst the parliamentarians, encouraging their overall oversight role of the SDGs implementation, particularly with respect to targeted and effective financing via public budgets.	High
Strengthening and Institutionalization of	Conclusion One and Five –	UNDP and other key stakeholders	Strengthening the overall monitoring system for the SDG Framework, which would require	High

			capacity development and creation of coordination mechanisms among the SDG Council, strategic planning units at various government levels, and statistical institutions. These systems should be designed in a way to enable participation and contribution by thecivil society, particularly with respect to the LNOB principle (civil society, as does the private sector, has a key role to play in the implementation and ensuring the monitoring of the SDGs; civil society is normally the one who can inform policies and identify bottlenecks and gaps. The private sector can ensure that these policies are implemented at the level of businesses.	
monitoring mechanisms on the progress of the implementation of the SDGs, whereby a roadmap and tasks are distributed amongst different institutions and civil society and the parliament would exist.	Relevance and Impact			
Support to and capacity development of planning units, but also sectoral ministries for future implementation of SDGs.	Conclusion Five and Six – Impact and Sustainability	UNDP and other key stakeholders	The project should contribute to ensuring an environment that could address the challenges that are faced in ensuring coherence of sustainable development actions at different government levels (so as to ensure an integrated approach that enables looking at social, environmental, and economic impact).	High
Continue progress on the translation of the SDG Framework into local plans and strategies. Utilizing frameworks that have been successful previously and scaling up at the level of local governments.	Conclusion Six – Sustainability	UNDP – Key institutions and local government entities	Work has already begun in this area, but the continuation of such efforts is pivotal. SDG localization would entail dedicated support to lower government levels in implementing their SDG-aligned development strategies.	High
Greater inclusion of civil society in monitoring of the SDGs as well as informing parliament and institutions of said progress, and training and awareness raising sessions for different actors involved in the decision-making processes for the implementation of the SDGs. Civil society will play an important role in the localization of the SDGs.	Conclusion One and Five – Relevance and Impact	UNDP in collaboration with the Project, civil society, and private sector	The role of civil society is very important - they are the first ones to identify gaps, opportunities, and other areas needed to ensure implementation of the SDGs. A group which combines both the presence of the Parliament with CSOs to promote and encourage their cooperation and information sharing would be pivotal.	High
Creating financing strategies for the SDGs from the public funds, including establishment and piloting of innovative mechanisms that could also be based on partnership with private sector, development partners and international and domestic financing institutions	Conclusion Six - Sustainability	UNDP and key stakeholders	Many challenges exist with regards to the SDGs but the overall financial resources to be afforded to their implementation is essential, the working groups with the collaboration of the private sector, civil society etc. should continue to work on the strategy already initiated on how funds will be raised and utilized.	High

Support to the private sector in further introducing and implementing sustainable business models, based on lessons learned from the current project.	Conclusion Six - Sustainability	UNDP and private sector	A specific focus could be made towards the introduction of circular economy, considering that there have been no serious efforts made in the country in this regard, while it is one of the key pillars of smart growth interventions within the SDG Framework. This could entail work on creating enabling the legal framework, technical and financial assistance to companies, specific public finance instruments to support business in applying circular economy, etc. This recommendation could also address specific support to women-led business or businesses targeting women or a particular vulnerable group.	High
Support and capacity development of sectoral ministries for introducing innovative services and new models of service delivery (i.e. care economy, outsourcing of public services when assessed more efficient and effective, etc.)	Conclusions Five Six – Impact and Sustainability	UNDP and sectoral ministries		High
Preparation of the subsequent VNR process, particularly involving civil society.	Conclusion Six - Sustainability	UNDP with key institutions	The VNR process is only a little over a year away, therefore it will be essential to ensure adequate preparation for this.	Medium/ High
More outreach to other countries in the region to recount lessons learned, strategies used and best practices both in the public and in the private sector.	Conclusion Two - Coherence	UNDP with other organizations/ Countries	Several interlocutors stated the usefulness of the sessions with other countries and having the ability to network with other businesses. They would very much like to hear from others' experiences of the best practices and lessons learned.	Medium/ High
While the dashboard has been a very important tool, expansion of the tool to better enable the adequate monitoring for certain groups, such as youth, persons with disabilities, women etc.	Conclusions Four – Efficiency and Conclusion Seven – Gender and Human Rights	UNDP	The monitoring of the Project is seen to be adequate, and while attention was paid with regards to certain groups, given the nature of the SDGs and the promotion of LNOB, it would be important for the Project to be able to monitor the impact of the efforts implemented in the context of the SDG Framework on different groups, to identify bottlenecks and gaps.	Medium/ High
Given the numerous practices of sharing key information, a number of sessions to reflect on the key lessons learned in the process thus far would be useful to map out strategies for the future.	Conclusion One - Relevance	Public and private sector with the support of UNDP	While the new Project document has already been designed, in order to inform the project, it would be important to collect and discuss key lessons learned from the present Project in order to feed into strategies for the future. This will not only include an overall overview of the Project but also an exchange of best practices from other countries.	Medium/ High

1. OVERVIEW OF THE EVALUATION OBJECTIVE

1.1 Introduction

In August 2021, the United Nations Development Programme (UNDP) in Bosnia and Herzegovina commissioned an evaluation of its intervention Sustainable Development Goals (SDGs) Roll-out Support and Private Sector Engagement in Bosnia and Herzegovina. Ms. Charlemagne Gomez, an international consultant, was contracted to carry out the evaluation. The evaluator hereby presents the final report which outlines the key findings, conclusions, lessons learned and recommendations from the aforementioned project.

The evaluation officially commenced on 28th August with a kick-off meeting with the Evaluation Reference Group. The evaluation lasted 20 working days, however due to the COVID-19 pandemic, the timing of the evaluation needed to be slightly extended to cater for complications arising from the pandemic. The evaluation has three key deliverables: 1. Inception Report; 2. Draft Report, and a 3. A Final Report.

1.2 Context

In the year 2000, the Millennium Development Goals were declared -a set of eight measurable global goals that range from halving extreme poverty to promoting gender equality and reducing child mortality by the target date of 2015. In the Rio + 20 Conference in 2012 the UN member countries galvanised a process to develop a new set of Sustainable Development Goals which would follow on from the momentum of the MDGs. The year 2015 marked the commencement of the SDGs and the adoption of the 2030 Agenda for Sustainable Development with the Sustainable Development Goals (SDGs) at the forefront of this commitment. The 2030 Agenda for Sustainable Development established at its core the concepts of "leaving no-one behind" (LNOB) and "reaching the furthest behind first"

and addresses the structural causes of discrimination and inequality, including by focusing on those most at risk of being left behind.

In 2015, the Sustainable Development Goals (SDGs) were adopted by the United Nations confirming a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The SDGs were adopted by Bosnia and Herzegovina with the other 192 United Nations members. There are a total of 17 SDGs, designed to end poverty, hunger, AIDS, and discrimination against women and girls.

Bosnia and Herzegovina is an upper middle-income country in Southeast Europe for which accession to the European Union (EU) is an over-arching priority. Over two decades ago, the Dayton Proximity Talks culminated in the Dayton Peace Agreement whereby a complex constitutional structure was established in the country. The country which comprises a population of approximately 3.5 million people has 13 constituencies, 1 legal system where each government level has its own constitution and hold specific jurisdictions and has a total of 152 ministries. The Constitution was paragraphed on November 21 1995 in Dayton and signed in Paris on December 14, 1995. It outlined that Bosnia and Herzegovina maintains its sovereignty and consists of two entities: The Federation of Bosnia and Herzegovina and the Republika Srpska.

Human development and economic development trends indicate vulnerability. The 2020 Human Development Index is 0.780, placing the country in the high human development category. In 2020 real GDP contracted -5.5%, largely due to the COVID-19 crisis. Unemployment stands high at 16.6%[1], particularly among young people (63.2%). According to the Freedom House 2020 Report, Bosnia and Herzegovina scored 53/100 and was deemed as partly free.[2] The country is

---

[1] IV quarter 2020 Labour Force Survey, Agency for Statistics of Bosnia and Herzegovina.

[2] https://freedomhouse.org/country/bosnia-and-herzegovina.

ranked 38 on the Gender Equality Index[3] and while there have been improvements in the economic gender gap from 2014-2018, the country still lags far behind other countries in the region.

Given the complex governmental structure, policy design, and delivery capabilities and systems are insufficient, challenged by complex vertical and horizontal cross-governmental coordination, which undermines the quality of public service delivery and the potential to lift the country's growth potential. The speed of public administration reform is slow, guided by the Strategic Framework of Public Administration Reform in Bosnia and Herzegovina 2018-2022[4].

Importantly, authorities at all levels in the country collaborated in the design of the SDG Framework in Bosnia and Herzegovina, adopted in April 2021, which offers a unique opportunity for a common long-term sustainable development agenda.

An SDG Framework has been designed and recently adopted, which provides an overall sustainable development direction for all government levels in the country. The country presented their first Voluntary Report (VNR) on the SDGs in 2019[5][OBJ]. This is considered a significant achievement as the process of its design and its actual presentation were fully led by domestic institutional partners.

Considering the multi-tier governance structure of Bosnia and Herzegovina, further operationalization of the Framework is being ensured through its mainstreaming into national and sub-national development strategies. Importantly, in the new 2021-2027 planning cycle, SDGs-aligned development strategies will for the first time be linked with mid-term and annual institutional plans and budgets, thus informing the allocation of public funds.

The SDG Framework in Bosnia and Herzegovina recognizes the fact that, even though public budgets will be central for achieving the domesticated targets set in in the SDG Framework in Bosnia and Herzegovina, public resources will not be sufficient to cover all the needs. The private sector must act as the primary engine of growth and thus crowding private capital into the domestic development agenda is the way to go, especially after the recent post-pandemic reality.

Engagement of the private sector in implementing Agenda 2030 is generally low. However, the SDGs Roll-out Support and Private Sector Engagement Project has made significant contribution to raising awareness on the role of the private sector in implementing the SDGs. In addition to awareness raising, the Project has piloted and shared practices of private sector's engagement in Agenda 2030 through the SDG Accelerator for SMEs implemented in 2020. Additionally, the SME Decarbonization Challenge is currently underway.

Moreover, a specific activity implemented by UNFPA under the Project has raised awareness of the SDGs among the youth.

1.3 Description of the Intervention

The intervention under review, titled "SDGs Roll-out Support and Private Sector Engagement" commenced on December 1, 2017, and was originally intended to conclude on 31 December 2019. However, the Project document has been revised three times in October 2018, May 2019, and September 2020. The Project was to last 24 months but as a result of the revisions will last 49 months and is due to end on December 31, 2021. The intervention has a total budget of USD 1,649,049.03 which was funded by the Government of Sweden and implemented by UNDP. Its overall objective is to capacitate and prepare private and public sector partners in Bosnia and Herzegovina for the SDGs implementation, thus directly supporting Bosnia and Herzegovina´s efforts to contribute

---

[3]http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/BOSNIA AND HERZEGOVINA.pdf.
[4] Reference: http://rju.parco.gov.ba/en/o-rju/strateski-okviri-za-rju/.

[5] Reference:
https://sustainabledevelopment.un.org/memberstates/bosniaherzegovina.

to the largest global agenda that exists today – Agenda 2030.

The Projects´ outcome is defined as "Public and Private sector partners prepared for implementation of the SDGs in Bosnia and Herzegovina." The intervention has two key outputs:

Output 1.1: The SDG Roadmap for Bosnia and Herzegovina developed, and implementation started. The Output is primarily focussed on preparing institutions and key stakeholders for the SDG roll-out.

Output 1.2.: Private sector actors sensitized and engaged in SDGs prioritization, planning and implementation. The Output is primarily focussed on preparing institutions and key stakeholders for the SDG roll-out.

1.4. Stakeholders of the Intervention

As aforementioned, the Project is funded by the **Government of Sweden.** The Project is implemented by UNDP. The key partners of this action were the aforementioned development partners, the Ministry of Foreign Affairs of Bosnia and Herzegovina, the Directorate for Economic Planning of Bosnia and Herzegovina, the Government of Brčko District of Bosnia and Herzegovina, the Ministry for European Integration and International Cooperation of Republika Srpska and the Development Planning Institute of the Federation of Bosnia and Herzegovina. The Foreign Trade Chamber of Bosnia and Herzegovina is the principal partner for the private sector. In addition, some Project activities were also outsourced to UNICEF and UNFPA. The key target groups are:

- **The SDG Working Group** comprising formally appointed representatives of the Ministry of Foreign Affairs of Bosnia and Herzegovina, the Directorate for Economic Planning of Bosnia and Herzegovina, the Government of Brčko District of Bosnia and Herzegovina, the Ministry for European Integration and International Cooperation of Republika Srpska and the Development Planning Institute of Federation of Bosnia

and Herzegovina (now transformed into an SDGs Council).

- Private sector companies.

- Planning units at the Bosnia and Herzegovina, Federation of Bosnia and Herzegovina, Republika Srpska and Brčko District levels, and a number of planning units at the cantonal and local government levels.

- State and entities' statistical agency/institutes.

- Civil society organizations, youth, academia.

2. **Purpose and Scope of the Evaluation**

2.1 Purpose

According to the Evaluation Guidelines of the United Nations Evaluation Group, in order to ensure quality, all interventions should be systematically evaluated on the quality and the results of interventions in the context of an evolving cooperation policy ensuring a specific focus on result-oriented approaches and the contribution towards the implementation of the Sustainable Development Goals. To this end, the present final evaluation examines evidence of whether, why and how the results are linked to the intervention and identify factors that have driven or hampered progress. The evaluation documents lessons learned for improving Project design, relevance, coherence, efficiency, effectiveness, and impact of similar projects for the future. The evaluation, therefore, provides an overview of the success of the intervention and examines the cause and effects links between the inputs and activities, and outputs, outcomes, and impacts. Ultimately, the evaluation serves accountability purposes; enables decision making and provides learning and management purposes.

2.2 Intended Audience
The present evaluation is principally aimed at the implementing partners, UNDP, UN agencies such as UNFPA, UN Women, UNICEF etc., as well as the Government of Sweden. It is

also anticipated that the evaluation will also serve the key beneficiaries of the Project, including the institutional partners such as the Directorate for Economic Planning of Bosnia and Herzegovina, Planning and Statistical Institutions, Government of Brčko District of Bosnia and Herzegovina, Ministry of Foreign Affairs of Bosnia and Herzegovina and Ministry of European Integration and International Cooperation of Republika Srpska and Office of the Prime Minister of Federation in Bosnia and Herzegovina. And, of course, the private sector.

2.3 Limitations

The evaluation faced some challenges and limitations in assessing the project. The evaluation was conducted in the height of the COVID-19 pandemic, and this restricted the international evaluator from travelling to Bosnia and Herzegovina. While it did not present a genuine challenge in accessing key stakeholders, and gathering information, the overall agenda was a little more spaced out in timing. Nonetheless the advantage of utilizing remote technology allowed several interviewees to be interviewed at the same time and allowed a greater number of persons to be consulted.

All of the businesses consulted expressed their gratitude towards the Project and highlighted how efficient and effective UNDP is, especially in comparison to other organizations providing support. This had the potential to cause a challenge as the interlocutors provided the evaluation with positive remarks perhaps due to cultural limitations as well as the desire to continue to be involved with future sessions/projects. Nonetheless, the evaluation had two main strategies for mitigating this type of bias. First it emphasized the importance of maintaining confidentiality of all the interviewees and the independence of the evaluator from both UNDP and also any stakeholder related to the Project. The second part of the strategy was to ensure that all questions were designed to elicit specific examples in order to help any type of response

bias. Questions were designed in such a way that allowed the interlocutor to share their thoughts as well as ensuring that women were able to be open with regards to any challenges and limitations they may have had in general and within the project. The beneficiaries in particular were at ease and were overwhelmingly responsive in their answers.

3. Approach and Methodology

3.1 Evaluation Approach

In line with the established priority and methodology of United Nations Evaluation Group to conduct quality evaluations that ensure high utility of the results acquired from the exercise, the evaluation adopted the principles of a Utilization-Focused Evaluation - which entailed collecting and analyzing suggestions and recommendations based on the key stakeholders opinions in order to inform future programme design and the way forward for future election support projects under the auspices of UNDP.

The evaluation utilized a mixed-method approach for data collection and data triangulation. The evaluation exercise was informed by several lines of evidence including a comprehensive desk review, the holding of semi-structured interviews as well as holding a number of focus groups with the private sector. In total, the evaluator was able to interview persons, including 22 males and 21 females. The utilization of a mixture of sources ensured diversity of perspectives and allowed the evaluator to cross check information to ensure data accuracy as well as gaining a broader picture of the context as well as the performance of the project. Nonetheless, it should be noted that while the evaluator endeavored to consult with a wide range of stakeholders, and while this was largely possible, the evaluation was only able to consult with a comparably smaller sample of the businesses that the Project reached during the tenure of the project. While this normally would be a problem with regards to sample bias, the overwhelmingly similar responses from all the members of the private sector consulted with regards to the overall efficiency

and effectiveness of the Project did not substantiate conducting more interviews as the number of interviews held were deemed to be substantially representative.

The evaluation matrix in Annex II, outlines the indicators as well as the sources and data collection tools utilized. While there were already a few key evaluation questions outlined in the ToR, the evaluator added to these questions in order to ensure a relatively robust assessment of the six OECD/DAC criteria. The intervention was evaluated against the six DAC evaluation criteria, namely relevance, effectiveness, efficiency, impact, sustainability, and coherence. The evaluation also assessed the consideration given to gender equality and human rights in the intervention's design and implementation.
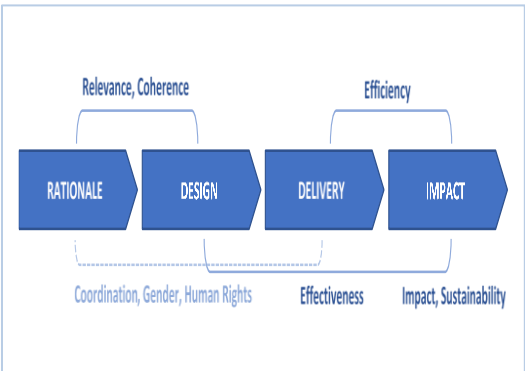
Figure 3: Analytical Framework for the "SDGs Roll-Out Support and Private Sector Engagement Project"

3.2   Evaluation Questions

For each of the evaluation criterion and building on the specific areas of analysis specified by the TORs, the evaluator developed a comprehensive set of research questions, then regrouped and consolidated them into overarching eight evaluation questions.

3.3   Data Collection and Analysis

The data collection toolkit that was utilized during both the desk review and field phases included the collection of quantitative as well as qualitative data/information. The evaluation undertook a comprehensive desk review, which involved all documentation from the project, as well as the examination of several key documents in relation to SDGs in Bosnia and Herzegovina and consultation of the website

and portal for the SDG Business Week. The 53 interviews conducted mainly comprised of semi structured interviews, but also included introductory briefings and follow up interviews as well as email follow up. A total of 6 focus groups took place with several businesses present in the same consultation. Preliminary findings to the specific sub-questions derived from the triangulation of the three lines of evidence obtained during the desk review and confirmed during the field phase using a mixed-method collection. The data gathered informed the final answers to the evaluation questions and, in turn, the assessment of each evaluation criterion.

The evaluation consisted of four distinct phases as illustrated in the figure below.

Figure 4: Outline of the evaluation phases

4. FINDINGS

4.1 RELEVANCE

The overall rating of the criteria Relevance is deemed high. The evaluation found that the Projects' objectives have carefully considered the political, social, legal, and constitutional context of the country. Prior to the intervention, the SDG agenda was not prioritized and there was very little understanding of and commitment to the 2030 Agenda, the intervention has allowed SDGs to come to the fore and to be put firmly on the Country's Agenda despite the political complexities.

The Project objectives were found to be relevant to the Project beneficiaries given the political, social, legal, and constitutional context of Bosnia and Herzegovina.

The Project consulted widely with key stakeholders and identified key challenges to translating the ambitious 2030 agenda. Prior to the intervention there was relatively little interest in forwarding the SDGs, and a low comprehension amongst the government institutions and the private sector on how to galvanize opportunities to establish a common agenda. The Project demonstrated an unprecedented flexibility in its design and ensured that the momentum was garnered, and ownership of the actions were made priority to ensure longer term sustainability and to avoid resistance to the building of the roadmap.

The SDG agenda is normally led by the United Nations agencies, therefore the coming together of United Nations, the Governmental Institutions and the Private Sector made the Project even more tangible. It is important to note that a process which was guided and led by an agency such as the United Nations, given their expertise, their mandate in the subject and the respect within which the UN Office in Bosnia and Herzegovina is held, was paramount to its success. Many of the interlocutors commented that a key success to the development of the SDG Framework and

the Project itself was due to the fact that the process was facilitated by the UNDP. This was key in assuring due diligence, substantial knowledge of the process and for galvanizing the momentum which, prior to the Project, had been somewhat lackluster.

The implementation of the SDGs required a multi-stakeholder process and partnering, whereby all levels of national and sub governments are engaged, as well representatives of businesses, civil society, academia and science. It was therefore paramount to ensure that the institutional arrangements were put in place and the Project would reach out to the key institutions involved in the process. An important success factor of the Project was also the opportunity to target the private sector, whereby it was important for companies to be able to navigate critical developments in business which are grounded in ethics and values that consumers and other stakeholders are invested in. To this end, it was essential that business needed to take on responsibilities which promote human rights, labor and environment as well anti-corruption practices providing a safe workplace as well as ensuring safe products and environmentally friendly products for the consumers.

The Project is on track to make a substantial contribution to translating the ambitious 2030 Agenda into action for the benefit of all its citizens of Bosnia and Herzegovina.

The Project commenced from a very weak starting point, i.e. prior to the Project's implementation, the political situation was not conducive to the enabling of the 2030 Agenda; there was no development strategy in place. The Project has been able to ensure that momentum has been built around the 2030 Agenda by ensuring an adequate roadmap is in place. While prior to the Project there was little appetite and understanding for the SDGs, overtime the SDG Working Group established at the initial stage of the Project, garnered enough support and interest to ensure the development of an SDG Framework with commonly agreed targets and indicators and was ultimately transformed into the SDG

Council for Monitoring the Realization of SDGs in Bosnia and Herzegovina. It is of note that the agreement of common targets and indicators between the different governments was a major achievement and is unique as the different government entities rarely come to an agreement on joint submissions.

While the action design was on the whole considered non-prescriptive; this ensured flexibility and adaptation to emerging opportunities which contributed to ensuring ownership of objectives by the key beneficiaries.

While there was little appetite prior to the intervention on the SDG agenda, the overall design of the Project facilitated the appropriation of the results and in essence promoted the SDG Working Group to mold the results of the Project according to their needs, competencies and commitment. Given the complexities of the country, it is well known that many policies and governmental agendas are not successful as the political environment is not conducive to promoting a commonly shared agenda and it is very difficult to reach a consensus at all levels of government. The results framework which was quite open in its overall objectives and did not lock in the government to ambitious results ensured that the Project enjoyed the upmost flexibility and grew with the increasing enthusiasm and commitment to ensuring an SDG framework. This is turn meant that the Working Group with the government drove the process and while the technical capacity of the UN agencies was afforded to the institutions, the final decisions were undertaken by the governments while the UN facilitated and provided the tools to build the momentum. The support of the UN, particularly the Resident Coordinator / UNDP Resident Representative enabled the Project to push both politically as well as operationally. It is also worth noting that, due to the agile approach from the Project Board and the development partner, the private sector component was able to react quickly and lead

the transformation agenda in line with the SDGs (especially when it came to digitalization decarbonization etc.). This made the efforts far more effective and gave the Project a panoramic view of the situation, gaps and opportunities which could be utilized to push forward the agenda on the SDGs.

The Project is consistent with country´s priorities, including the EU accession agenda, Agenda 2030 and other effective strategic frameworks

The SDGs were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. UNDP typically provides support to governments to integrate the SDGs into their national development plans and policies and therefore support to the government and the SDG agenda. The Sustainable Development Cooperation Framework (CF) between authorities in Bosnia and Herzegovina and the United Nations system describes four strategic priorities and five cooperation outcomes and how they will contribute to priorities in Bosnia and Herzegovina. These include the 2030 Agenda for Sustainable Development and selected Sustainable Development Goals (SDGs) and targets as expressed in the emerging SDG Framework in BiH and domesticated SDG targets.

Future accession to the European Union, as expressed in the Action Plan for implementation of priorities from the European Commission Opinion and Analytical Report was taken into consideration. The EU accession process as well as the Joint Socio-Economic Reforms ('Reform Agenda'), 2019-2022; and the human rights commitments of Bosnia and Herzegovina and other agreed international and regional development goals and treaty obligations and conventions were integrated into the SDGs Framework as well as issues such as the EU Green Agenda.

Figure 5: Overview of the SDGs

Observation One: The design of the action was largely non-prescriptive which enabled the solid ownership of the objectives by the key beneficiaries. The Theory of Change and intervention logic allowed enough flexibility for the beneficiaries to mold to their emerging needs, especially in relation to the COVID-19 pandemic. Furthermore, given the solid enthusiasm and commitment by the key beneficiaries towards the SDG Roadmap, the design of the intervention logic strengthened the overall ownership of the results and contributed to the SDGs Roadmap being aligned with the needs of the country.

Observation Two: The support to the development of the SDG Framework which defines the priorities for achieving the SDGs is concluded to be consistent with Bosnia and Herzegovina´s priorities. This is particularly pertinent with regards to the EU accession agenda which also coincides with key accelerators and drivers defined within the SDG Framework. This is complemented by the commitment by the private sector which are now cognizant of the importance of aligning their business policies and protocols towards European standards and thus forwarding the 2030 Agenda.

Observation Three: The Project **built on a number of activities that had taken place prior** to the development of the Project. This included a mapping exercise that was conducted as a foundation for future work for all stakeholders, communication and advocacy on the SDGs as well as raising awareness on the SDGs; all these efforts allowed for the Project to take stock of what was needed in terms of contextualizing the Agenda 2030, which subsequently informed the Project design.

Observation Four: The design of the intervention was **sufficient to ensure that the Project could achieve its objectives**. As aforementioned, the non-prescriptiveness of the intervention logic allowed the Project to progress according to the needs of the stakeholders as well as enabling full ownership of the results. As a result of the COVID-19 pandemic and emerging trends, the Project had to adapt, readjust, and seek an extension of the Project till the end of 2021 in order to ensure sufficient time to achieve the results of the Project.

Observation Five: The Project considered in its design the issues of gender quality as well as human rights and ensured that these issues were specifically addressed within the SDG Framework document. Several indicators for achievement for the 2030 agenda were, where feasible, disaggregated by gender. Nonetheless, the overall monitoring of the progress of results for these groups could have been further improved with a more robust monitoring mechanism to distinguish between these groups.

8

4.2 COHERENCE

The Project worked well with other actors including UN agencies, other UN projects as well as a number of initiatives with key business, academia and Sweden.

The Project worked with a number of different projects including the Integrated Local Development Project (ILDP) implemented by UNDP and supported by the Government of Switzerland. The synergies between the two projects were very important. The primary goal of the ILDP was to help governments at sub-national levels in BIH establish effective strategic planning systems, allowing for vertical coordination of priorities among various government levels as well as horizontal alignment of development strategies with institutional and financial medium term and annual planning. Alignment of development strategies with the SDG Framework enables further operationalization and transmission of sustainable development priorities into governments' mid and short terms plans and budgets. This is critical for actual linking of the SDGs with public budgets. The structures already built under this Project included the networks and systems created which will serve as the institutional infrastructure for implementing the SDGs in the future. Alignments has been made with the new UN Programme on SDG financing to which the SDG Framework in Bosnia and Herzegovina serves as a main platform.

The Project also worked with the Dialogue for the Future II (DFF) which was implemented by UNESCO, UNDP and UNICEF which helped in securing representation of local governments and other coordinators and paid for their expenses for local forums for dialogue in the SDG Framework consultations. To ensure that youth representatives were there, the Project collaborated with UNICEF which promoted their involvement and assurance that their voice could be heard in order to provide their input into the dialogue.

The different members of the SDG Working Group also attended various workshops including in Venice in 2018, an initiative promoting the localization of the SDGs. In 2020, members of the same group participated in a number of webinars on the topics of statistics SDGs. The webinar provided learning on the use of statistics, data transmission and regional reporting. A presentation by an SDG WG member was given on the national SDG indicators and Voluntary National Reviews at regional United Nations Economic Commission for Europe (UNECE) and CEI events. On another occasion, the Directorate for Economic Planning (DEP) presented the SDG Framework to over 50 private sectors stakeholders. A number of other international events were attended by the members of the working group. Project team members also attended a number of workshops in Geneva, particularly during the regional VNR process.

Furthermore, an important part of the Project was the coordination established with Sweden and the project; the Project coordinated closely with Business Sweden. The Project actively coordinated with Challenge2Change fund led by SERDA, FARMA Project and other initiatives funded by SIDA. The Project also worked with Swedish Chamber of Commerce in Bosnia and Herzegovina and Bit Alliance. The partners actively supported the mapping of IT, wood and automotive sectors.

The Project also coordinated with business schools in Banja Luka, Mostar and Sarajevo, as well as supporting students and youth through active participation and awareness through a number of the universities.

The collaboration with the UN agencies was considered very good and the involvement of the three key agencies were considered pivotal and necessary.

The United Nations Country Team in Bosnia and Herzegovina comprises of thirteen UN Funds, Programmes and Specialized Agencies.The work of the UN agencies is coordinated through the United Nations Resident Coordinator. It is worth noting that in 2017, the Secretary General of the United Nations, Antonio Guterres, laid a vision for a more agile and decentralized Secretariat, this was achieved by management reform. This reform is built on three foundation elements:

- Decentralisation of decision-making authority;
- Simplification and streamlining of policy and processes;
- Strengthened accountability and transparency

One of the key elements of this reform was the separation of the role of the UN Resident Coordinator and UNDP Representative roles which have been combined for nearly 40 years. The fact that the Project emanated from the Office of the Resident Representative, it was also an opportunity whereby the UN Resident Coordinator (RC) and UNDP Resident Representative (RR) being the same person could maintain adequate oversight both on the operational side of the Project as well as the political side. In early 2019, this changed whereby the two roles were separated. The Project took great care to ensure that this did not impact too heavily on its implementation. However, there were some challenges as prior to the reform it was easier to have an overall view of the Project. Nonetheless, the UN RC and the UNDP RR ensured good collaboration to maintain the momentum that had already been built around the SDG Roadmap.

The Project also included the support of a number of other key UN agencies, including UNICEF and UNFPA. UNFPA focused on engagement of youth, universities and methodological approach. UNFPA cooperated with a number of researchers to develop an open-source methodology for SDG8,6.1. UNICEF looked at statistical agencies. UN Women who were consulted in the design of the framework also provided advice on a gender approach towards the SDG Framework. All of the agencies were able to provide inputs into the zero draft of the SDG Framework, although there was some frustration as to not being able to submit inputs prior to the zero draft, it was understood that the ownership of the document was paramount to its success and therefore recommendations and inputs were taken on board thereafter.

Observation Six: The Project gained significantly by involving both the private and public sector, this ensured a higher commitment to the SDGs and filled an important void in the private sector which hitherto were ill informed and were not coordinated in their efforts in promoting the 2030 agenda. The collaboration with other entities such as academia, key businesses and Sweden yielded excellent rewards, and helped raise awareness as well as solidifying the overall coordination mechanisms between different layers of public and private sector.

4.3 EFFECTIVENESS

The overall effectiveness of the Project is ranked as highly satisfactory and all indicators have been achieved and, in some cases, surpassed. While some activities were delayed due to the COVID-19 pandemic, a cost extension was approved and within time the Project became on track to achieve the desired results.

> **OUTPUT ONE: SDG ROADMAP FOR BOSNIA AND HERZEGOVINA DEVELOPED, AND IMPLEMENTATION STARTED**

Output One was heralded as highly successful; this was as a result of the positive impetus that the SDG Working Group members shared right from the beginning of the Project. There was always a consensus to ensure the continuity of the dialogue and to find solutions to any sticking points that the group came across. The size of the group, which comprised of only nine persons also had an ultimate influence over its success as it allowed the group to open up dialogue and to work within the group in order to do their best in accordance with the constitutional order within the country.

The Project assured the positive and active engagement of key public and numerous private sector stakeholders in the design of the SDG Framework in Bosnia and Herzegovina.

Country wide networks were activated which allowed for wide-ranging consultations with more than 250 civil servants, as well as CSOs, the academia and more than 500 businesses.

"Everybody in the workshop group were very enthusiastic, they were always ready, to be part of the solution and not part of the problem."

As can be seen below, all of the indicators were achieved and sometimes surpassed, it is indeed the first time that the SDG Framework has been created, which enjoys complete *buy in* from all parties and still enjoys the commitment to the overall goals for the future.

The Project has been successful in nationalizing the Agenda 2030, although localization of the SDG Framework still needs to be worked upon.

The SDG Working Group that gathered State, Entity, and Brcko District Level government representatives have taken the Agenda 2030 and moved forward with it. To date they have achieved the following milestones:

1. Preparation and successful presentation of the first Bosnia and Herzegovina Voluntary Report (VNR) at the High-Level Political Forum in New York in July 2019.
2. The inclusive process of development of the SDG Framework in Bosnia and Herzegovina, as the only strategic framework that defines a common vision and development pathways for the country;
3. Intensive SDGs public awareness campaign reaching over 3,000 individuals country wide;
4. Production of an SDG Roadmap;
5. Contribution to the VNR
6. The transformation of the SDG working group into the SDG Council – a coordinating monitoring and reporting

body for Agenda 2030 in the country.
7. Process of mainstreaming the SDGs into development strategies at various government levels. SDG Framework with commonly agreed Indicators and Targets.

Output 1.1: SDG Roadmap for Bosnia and Herzegovina developed, and implementation started.

SDG roadmap has been developed and started implementation
Indicator: Functional organizational mechanism (technical, advisory, political) in place
Baseline: No 2017
Target: Yes (2018)
Result: Achieved

Indicator: SDG Roadmap defined and agreed
Baseline: No (2017)
Target: Yes (2018)
Result: Achieved

Indicator: Bosnia and Herzegovina present its SDG rollout experience to the High Level Political Forum (HLPF)
Baseline: No (2017)
Target: Yes (2019)
Result: Achieved

Prior to the commencement of the Project an SDGs Working Group was established, however there was very little commitment by its members to move the agenda forward. In 2018, an SDG Roll-Out Working Group was established under the Project (SDG Working Group). The Group comprised of nominated representatives for relevant bodies from the state, entity and the BD governance levels. In April 2018, the ToR for the working group was adopted. External consultations also continued outside of the official meetings, ensuring a proactive work environment. As the roll-out process progressed, it was divided into three subgroups (VNR sub-group, SDGs Framework sub-group and Data/Statistics sub-group) were

formed in September 2018 within (see under activity 1.1.2.). This Working Group, that included officially nominated representatives from Bosnia and Herzegovina Council of Ministers and the governments of the two entities and Brcko District of Bosnia and Herzegovina, functioned well from the very beginning. Later on, with adoption of the SDGs Framework in April 2021, the SDG Roll-Out Working Group was formally transformed into the SDG Council.

The establishment of this group is considered one of the key successes of the Project. Little by little, the working group transformed into an enthusiastic body which pushed forward the agenda and despite the political complexities, they were all able to work together and reach a consensus to ensure an adequate SDG roadmap and consequentially the design and adoption of the SDG Framework in Bosnia and Herzegovina.

Output 1.1. had four key activities, these are described below:

1.1. *Aims to support the Bosnia and Herzegovina institutions and key stakeholders with the SDG rollout process that will lead to a roadmap and SDG framework for the SDGs implementation in the country.*

1.1.1. Provide capacity support to key stakeholder – The support provided to the key institutions was considered pivotal to engender the understanding and commitment of the institutions to the Agenda 2030.
The provision of capacity support to the key stakeholders was key, as was aforementioned under relevance, there was very little appetite for the Agenda 2030 and even less understanding of what was needed to implement the said Agenda. The Project adopted a two-pronged approach. The Project afforded dedicated support to the three planning institutions (at the state and entity levels). All three institutions´ commented on the usefulness of the support of the UNVs which were placed under a 12-month placement. This facilitated the process and allowed each institution to prepare for the

Bosnia and Herzegovina 2019 SDG Voluntary Review (VNR), the draft of the SDG Framework in Bosnia and Herzegovina and assistance in the organization of the SDG Framework consultations.

A number of key workshops were also organized which included the "Leaving No One Behind" Workshop which allowed the varied participants to produce recommendations ensuring that principles were mainstreamed in the SDGs in the country-policy framework. A two-day SDG framework workshop was also organized to look at analytics towards SDG related frameworks and land SDG accelerators into policy and investment agendas in Bosnia and Herzegovina. A best practices workshop was also held on the Czech experience in SDGs. They shared their experience with the strategic Framework of the Czech Republic 2030, preparation of the VNR and the organization of the SDG award as well as the role of civil society.

1.1.2. Provide technical and organizational support to the SDG rollout process and SDG Framework development

This particular activity focused on the technical, organization and logistics to all the key processes that lead to the achievement of the key milestones of the SDG rollout process.

One of the most important milestones in this process was the SDG Mainstreaming, acceleration, and Policy support. This resulted in a common vision for the SDGs and prioritization of SDG leverage points. Analytical documentation that was prepared jointly by the UN agencies, provided a solid analytical base for further domestication of the SDGs in Bosnia and Herzegovina. The SDG Rollout Working Group understood that there was a need for preparing a situational analysis of the development parameters and therefore additional expertise was sought by engaging a UNDP senior economist and several thematic experts from Bosnia and Herzegovina.

As indicated, the SDG Working Group was divided into three subgroups in 2018. These included the Bosnia and Herzegovina voluntary

review group which was mandated to develop the VNR. The first VNR was presented in July 2019. The VNR informed on the progress undertaken in the country regarding Agenda 2030 and SDGs and provides baseline information for all 17 SDGs for Bosnia and Herzegovina.

The second sub-group formed was one which looked at the SDG Framework. This group was formed in late 2018. The Framework defines key development directions for the country with a set of agreed SDG targets and indicators that are common for all government levels. The Framework also informs strategic planning processes at different levels.

A number of consultations took place looking at four established development pathways, i) Good governance and public sector management; ii) Transformative/smart growth; iii) Investing in a new social contract; and iv) Human Capital for the 21st Century. (The latter was conceived at a later stage in the process which transformed into a horizontal, cross cutting theme, along with principle Leave No One Behind (LNOB), considering the strong relevance it has for the development of Bosnia and Herzegovina. The consultation also introduced a selection of targets and indicators for initial discussion. The fact that a set of common indicators and targets have been agreed is seen to be a major achievement, given the political complexities and the difficulty to normally obtain common goals amongst the different layers of governing institutions in Bosnia and Herzegovina.

The final group was a subgroup to support the relevant institutions of Bosnia and Herzegovina to systemically monitor progress in achieving the agreed upon SDG targets. This sub-group supported the work of the two aforementioned subgroups. This subgroup was co-facilitated by the Bosnia and Herzegovina Agency for Statistics (BHAS) and UNICEF.

1.1.3. Conduct research and analysis to support SDGs Framework Design – The Project embarked on a number of activities which facilitated the overall development for the design of the SDG framework

This activity focused on the development of all the required tools, as well as the conduct of requested analyses and research in support of the SDG rollout process in Bosnia and Herzegovina.

This included financing for development, which is an essential part of the SDG Framework. The aforementioned analysis also provided financing options for the country in order to secure financial backing for economic, social, and environmental interventions. Under this activity an SDG dashboard was also developed which is being continuously updated by the UN and statistical institutions. It was used as a platform to monitor the long-term progress against SDG indicators. The module puts all the information in one place on the indicators and using a color codes system rates their progress.

The Multiple Indicators Cluster Survey (MICS) was originally postponed.

With regards to the Project partnership with UNFPA, the UN agency commissioned the Population Situation Analysis (PSA). The overall processing of data collection, analysis and reporting was supervised by a world-renowned expert in demography and statistic, Mr Ralph Hakkert who was one of the developers of the PSA methodology for UNFPA. The overall goal of the analysis was to "support evidence-based policy development by relevant stakeholders in the country and to establish a key resource in the process of development of the United Nations Sustainable Development Cooperation Framework (UNSCDF) for 2021-2025 cycle. The PSA has also been used to support and generate analysis/data for the SDGs in Bosnia and Herzegovina, as well as contributing to greater efficiency and strategic impact of technical assistance in the field of population for public policy formation and implementation for the development strategies based on the Agenda 2030.
Furthermore, the Project ensured the analysis of 69 strategic documents in Bosnia and

Herzegovina and as a result finalized the Rapid Integrated Assessment (RIA) report.

The Project supported the SDG Working Group to finalise SDG Framework, however as a result of the COVID-19 pandemic this somewhat stalled in the first half of 2020, while some activities did resume via electronic means of communication. This did delay some of the activities, however, over time more momentum was gained, and the domestic stakeholders were ready to move towards the finalisation of the Framework towards the end of 2020 ready to move towards the finalisation of the framework, particularly given additional inputs and additions which were inserted as a result of the new realities and priorities reflecting the country's resilience to shocks and crises including public health one.

1.1.4. Align the SDG Framework with the EU accession requirements

Through the aforementioned RIA, which principally looked into the alignment of existing strategic documents with regards to the SDGs, under this component, a quick review of the alignment of the SDG Framework against the EU priorities was conducted identifying where the emphasis of the EU intervention lays relating to SDGs in the context of the country and where there are clear intended or unintended policy and funding gaps.

> **OUTPUT TWO: PRIVATE SECTOR ACTORS SENSITISED AND ENGAGED IN SDGS PRIORITISATION, PLANNING AND IMPLEMENTATION**

Output 1.2: Private sector actors sensitized and engaged in SDGs prioritsation, planning and implementation.

Output two enabled the Project to engage and promote sustainable development in the private sector of Bosnia and Herzegovina. The inclusion of the private sector was innovative and prior to the intervention, there had been little consideration of the private sector to be utilized as a vehicle to promote the 2030

Agenda. While many of the private sector companies (especially large ones) were very familiar with the SDGs prior to the intervention and were fully aware of the importance especially to enter the European market, and to be in compliance with EU accession membership; many of the companies utilized the Project and the opportunities it presented to launch plans which without the Project would have not been able to come into fruition yet.

The Project went beyond the expectations originally foreseen with the engagement from the private sector. The private sector's interest in both the Project and the SDGs was very high and this increased with each year of the project, particularly with the launch of the SDG Business Pioneers Award. This garnered further interest in the Project as well as the SDGs.

> **Indicator:** Number of business engaged in consultations on the SDGs, including the conference
> **Baseline:** 0 (2017)
> **Target:** 500 (2019)
> **Result:** 605
>
> **Indicator:** number of Business cooperation opportunities identified through B2B among companies from Sweden and Bosnia and Herzegovina
> **Baseline:** 0 (2017)
> **Target:** 10 (2018)
> Result: 120
>
> **Indicator:** number of SDGs business pioneers promoted
> **Baseline:** 0 (2017)
> **Target:** 10 (2018)
> Result: 137

More than 480 businesses were engaged during first year, 7 webinars were organized and watched live by more than 200 students at two universities in Bosnia and Herzegovina. 187 private sector stakeholders competed for the SDG Business Pioneers Award over the duration of the Project and more than 200 business leaders attended partner events

during the SDG Business Week and 38 companies were directly involved in SDG mapping against value chains in wood and automotive sectors in Bosnia and Herzegovina. In total 605 businesses have been engaged in consultations on the SDGs.

In 2019 and 2020 in progress, there were 120 Bosnia and Herzegovina companies from 3 most potent sectors, wood, automotive and ICT ready to B2B with companies from Sweden. Original B2B networking event with companies from Sweden was replaced with B2B event with woman entrepreneurs from WB region.

19 companies presented their business cases based on SDGs at the SDG Business Conference in 2019.
44 companies from Bosnia and Herzegovina (SMEs) applied with 55 projects that directly promote sustainable development goals received in the first year of the SDG Business Pioneer Award, through the call launched on 1.1.2019.

In total, 187 companies took part in SDG Business Pioneers award in period 2019-2021. 50+ of these companies prepared their first Annual sustainability reports as part of their application process. SDG Business Pioneers Award in Bosnia and Herzegovina has a focus on two themes (People and Resources & Environment).

1.2.1. Mobilizing of interest among private sector actors to engage in the SDG implementation

The Project supported the launch of the SDG and Private Sector Working Group tasked to mobilize and engage private sectors actors, as well as other stakeholders including government institutions catering for the private sector in the SDG implementation.

In addition, an informal advisory body consisting of more than 20 business leaders from Bosnia and Herzegovina was established to advise in the processes linked to the roll-out in private sector. They provided advice in the selection process of the SDG business Pioneer Award as well as to invite peers to share their achievements in adaptation for the SDG

business models.

A number of workshops for private sector companies also took place, in the first year of implementation, two actions were implemented. This included training of trainers (ToT) and the promotion of self-assessment tool for SDG alignment whereby 20 companies attended.

The ToT facilitated by the Business Call to Action (BCtA) focused on the utilization of tools. It provided capacity building for 25 local stakeholders including experts from development agencies, trade chambers, independent experts, and UN. The curriculum was designed by the BCtA. There was a follow up training and promotion of self-assessment tool for SDG alignment. In 5 workshops implemented in cooperation with the regional development agencies more than 100 businesses were trained.

Furthermore, a sustainable business report – SDG mapping against value chains in furniture and automotive sectors represent an innovative approach to the identification of SDG indicators in value chains in furniture and automotive sector, to measure and track their impact on SDGs. The report was prepared by Price Waterhouse Coopers with the ultimate aim to reduce the gap between current business practices in the target sectors and the SDGs principles and targets.

Furthermore, in order to promote and involve more stakeholders, the Project invested more funds to organize an SDG Private Sector Innovation Fund "Making Global Goal Local Business." The SDG Private Sector Innovation Fund is based around proposed solutions for real community problems identified by the relevant authorities and target audiences based on SDG good practice. Two innovative activities were funded by the Fund. In 2020, SDG Accelerator for SMEs supported five SMEs from BIH to develop new products, or services that are based on SDGs. In 2021, the Innovation fund funded the SME Decarbonization Challenge that extended the palette of innovative ideas in processes of decarbonization in private sector in Bosnia and

Herzegovina.

The SDG Accelerator for SMEs which was originally developed by UNDP in Denmark, and was piloted in Moldova, was used as a tool for the Private Sector Innovation Fund. It is a tool for building the capacity of individual companies to create tailor-made SDG based business cases. The Project therefore used this and piloted it in Bosnia and Herzegovina as a model for the Western Balkans region.

1.2.2. Organization of a conference to raise awareness, promote good practice and private sector role in the SDGs

Several important conferences took place under the title - SDG Business Week. The first SDG Business Week which took place in 2019 included a Digital SDG Business week whereby the stakeholders were given the voice globally and in the Western Balkans sharing their experience and ideas on the private sector. At the time, which was pre-COVID, this event was planned online in order to better reach out to a wider audience in the region. The key topics of the first webinars were the following:

- Business 2030 – Sustainable Development as business opportunity
- Planet 2030 profiting while reducing resources
- Jobs 2030 – Workforce of the future

From the very beginning, the SDG Business Week was designed as an open platform that promotes sustainable development. Even during the first SDG Business Week, there were events organized by partner institutions. These included a SMEs (Softhouse Balkans and their "Supertribe session). During this session, prominent leaders in their fields, including a former Minister in the Government of Sweden were invited to present.

In 2020, the SDG Business Week focused on the theme "Digital Transformation for Sustainable Economy". In 2021, the SDG Business Week was re-branded as "SDG Week" to serve as a horizontal platform for both public and private sector SDG support.

1.2.3. Supporting B2B networking and partnering for companies from Bosnia and Herzegovina and Sweden

In consultation with a number of stakeholders (SIDA, SLSD, Swedish Institute) the Project undertook mapping of capacities and potential of the private sector in Bosnia and Herzegovina in three prominent industries (Wood, IT and automotive). The same mapping was also carried out in Sweden by Business Sweden. The mapping consisted of 120+private sector companies from these three sectors that wanted to do business with the companies identified in Sweden.

1.2.4. Promotion of SDG business pioneers in Bosnia and Herzegovina

The SDG Business Pioneers Award in Bosnia and Herzegovina is the first annual award in Bosnia and Herzegovina which aimed to promote the private sectors efforts in the field of sustainable development in the country. The award i) recognized and highlighted efforts of private sector companies towards achieving the SDGs in Bosnia and Herzegovina; and ii) motivated new actors in the sector to incorporate the SDGs into their business models. The focus of the Award is stimulation of private sector to create decent jobs and take care of the environment in their business models. The Award is open to micro, small, medium, and large companies in Bosnia and Herzegovina. 187 companies took part in SDG Business Pioneers award in period 2019-2021.

The added value of the Award is in the fact that the methodology used for selection of finalists is based on GRI standards that serves as a blueprint for company Annual sustainability reports (50+ companies prepared their first Annual sustainability reports using this tool).

One of the key challenges and critical Project delays were caused by the COVID-19 Crisis

As with other places around the world, the COVID-19 crisis has a significant impact on the implementation of the project. The pandemic has impacted both on the public and private sectors and of course disrupted person to

person meetings as well as daily routines and the way things were done prior to the lockdown. The lockdown in Bosnia and Herzegovina was activated in March 2020 and continued to the end of May 2020 whereby in June the governments in Bosnia and Herzegovina resumed normal operations, including providing basic services such as education, albeit in a limited mode.

Furthermore, as in many other countries, the impact of the pandemic on the economy has been significant. A steep decline of the GBP was anticipated in 2020, with it, an increase in unemployment, particularly with regards to small and medium enterprises (SMEs) which have been hit by the sharp decrease in revenue.

Observation Seven: The Project has been very successful in engaging and promoting sustainable development in the private sector. In total, the Project has engaged with over 605 business, and over a period of three years, a total of 187 applied for the SDG Business Pioneers Award which promoted 139 finalists in specific categories. Furthermore, many of the projects supported greener, more sustainable and circular business models.

Observation Eight: The Project suffered several challenges including the impact of the COVID 19 Pandemic, which has already clearly impacted on employment and business opportunities and dented the confidence particularly of small businesses. The pandemic further caused delays in meetings and required an adaptation by the Project as well as the key stakeholders on how they interacted. This inevitably slowed the activities down and required time to bolster the agenda on the SDGs again. Nonetheless, both the Project and the stakeholders adapted well, and after a revision to the Project Document as well as its cost and time extension, the Project is on track to achieve its results.

Observation Nine: Despite the pandemic, the Project was able to galvanize support and garner interest right from the start of the

project. The motivation was rooted in not only the non-prescriptive nature of the intervention logic and the flexibility demonstrated by all stakeholders but was also driven by key persons both in UNDP and the SDG Working Group. The capacity building invested in the key stakeholders reaped important benefits and secured increased interest in the Agenda 2030 which contributed to further owning of the process. The stakeholders have led the debates and workshops which has meant that commitment has been steady throughout. This in turn has resulted in not only the SDG roadmap being developed but an actual design and adoption of the SDG Framework which sets out key responsibilities and pathway towards implementation of the SDGs. The commonly agreed indicators and targets are a significant feat and demonstrates a common agenda shared by all the government institutions supported by the business company which will play an important role in the implementation of the SDGs.

4.4 EFFICIENCY

*The overall efficiency of the Project is deemed to **be highly satisfactory**. While the Project did undergo some challenges with regards to separating of the offices of the UN Resident Coordinator and UNDP Resident Representative under the UN reform, the Project suffered relatively few challenges. The COVID-19 pandemic of course brought some challenges, whereby some activities were postponed, and the duration of the Project was extended to a total of 49 months.*

The Project Management responded well by changing its approach and methodology to implement activities in order to adapt to the consequences of the COVID-19 pandemic. The governance structures were considered adequate, and the beneficiary institutions own the results of the Project. Despite some of the delays in implementation, the overall delivery rate as of 31st October stands at 78.94%.

The Project was revised three times (October 2018, May 2019 and September 2020). The revisions were initiated to reflect emerging

priorities, and thus additional facts and tools that were needed for the integration of the sustainable development priorities from the SDG Framework into planning systems at national and sub-national levels as well as offer additional opportunities for capacity building and engagement of the private sector in Bosnia and Herzegovina.

The Project, which had an original budget of USD 598,730.69, underwent a number of extensions including a cost extension whereby the overall amount was increased to USD 1,649,049.03. The rationale for the extension was due to the disruption and delays as a result of the COVID-19 disease outbreak, meaning that it was not possible to culminate all activities by December 2020. It was further concluded that as a result of the catalyzing of what was thought of a highly complex policy and business practice transformative efforts, more time was needed to finalize and anchor the results into relevant domestic frameworks and practices.

Two activities were also proposed under output 1.1. These included:

1. Support to the establishment and effective functioning of the Sustainable Development Council.
2. Design and pilot an online training programme on SDGs and SDG Framework in Bosnia and Herzegovina.

The rate of delivery was seen to be apt and a total of four tranches have been provided to

date. The first tranche was in December of 2017, whereby UNDP received the equivalent of USD 598,703.69 (SEK 5,000,000.) However, an additional amount of USD 1,050,318.34 (SEK 9,500,000) was provided in 2018, 2019 and 2020.

YEAR	AMOUNT
2017	USD 598,703.69
2018	USD 524,876.98
2019	USD 220,241.22
2020	USD 305,200.14

Figure 6: Tranches received from 2017-2020

Spending has been commensurate with activities and as seen in the figure (7) below 2019 saw the highest amount of expenditure, however it should be noted that 2021 has not yet ended, and it is envisaged that spending will reach a higher delivery. At present delivery is at 74% and a total of 1,311,078.35 has been spent.

Output	2017	2018	2019	2020	2021	Total
Output 1.1 – SDG Roadmap	0.00	136,373.04	215,031.26	57,626.73	218,810.39	627,841.42
Output 1.2. Private Sector	5,428.04	95,252.47	151,917.52	145,656.06	155,840	554,094.09
GMS	434.24	19,004.76	32,405.47	17,298.20		
Total	5,862.28	310,630.27	399,354.25	220,580.99	374,650.39	1,311,078.18 35.

Figure 7: total expenditure according to annual reports

As is illustrated by the table above, apart from the first year which only enjoyed one month's implementation, 2020 saw a lower level of spending than 2019 and 2021. This was likely due to the COVID-19 pandemic. As a result of lower spending and all the complexities that the pandemic brought with it, some activities were postponed and implementation slowed down, however by the end of 2020, activities were back on track and the SDG Framework was finalized.

In total, and up until 31st October, delivery stands at 74%

There was a general consensus around the quality of support offered by UNDP and the collaborative and flexible approach that was adopted by the project.

The governance mechanisms were considered flexible and of good quality.

The Project governance mechanisms comprised of the Project Board, Project Assurance and the Project Team who would interact with all the partners and all interested stakeholders.

The UN Resident Coordinator Office (RCO) assumed programmatic accountability for the implementation of the project. UNDP signed the agreement with SIDA and was responsible for day-to-day financial administration of the project.

The Project Board´s role is to make management decisions by consensus. It has the role of approving work plans, supervision of the overall implementation progress and should changes be required are responsible for agreeing and guiding those changes. The Project Board also afforded strategic guidance and contributing to ensuring the final approval for selected strategic and operational issues. The Project Board met at least quarterly and at the discretion of the Project Manager, when required. To date the Project Board has met four times.

The Project Board comprised of the representatives of Bosnia and Herzegovina (The Ministry of Foreign Affairs of Bosnia and Herzegovina), the Embassy of Sweden/SIDA and the UN RCO and UNDP. A cost share agreement was signed between the Embassy of Sweden/SIDA and UNDP who as aforementioned is fully accountable for the Project in line with UNDPs Accountability Framework.

Following the split of functions of the UN Resident Coordinator and UNDP Resident Representative, Project assurance was carried out by the UNDP Sector for Rural and Regional Development that assured that key milestones are managed and completed. The private sector component of the Project has always been anchored with the aforementioned UNDP sector.

The staff were deemed to be responsive, flexible, and always available by all of the interlocutors. To ensure value for money, three of the roles were UNV positions. They were engaged to support SDG coordination responsible institutions for a period of a year each. Most staff have remained consistent although a number of persons were added in 2020 and the former Resident Representative left in late 2019 when the two positions of UN Resident Coordinator and UNDP Resident Representatives were delinked.

The Project Manager was responsible for the overall coordination of the Project as well as day-to-day management. The key role was to provide training/guidance and to build capacity of the institution in their efforts to forward the SDG agenda and development of the SDG Framework in Bosnia and Herzegovina.

Title	Time	Allocation under Project
SDG Rollout Project Assistant	Beginning of Project till august 2020	100%
SDGs Private Sector Assistant (UNV)	Beginning of project – present	100%
SDGs Rollout Private Sector Analyst	From March 2018 - Present	100%
Communications Associate	November 2019- November 2020	30%
	November 2020 – Present	40%
SDG Rollout Project Manager	July 2019 – present	50%
2 interns	January – Mid April 2020	Paid through Project
RCO Project Management	Start of Project- July 2019	100%

Figure 8: Allocation of Staff to project

Monitoring of the results was good and utilized infographics and photographs to depict the progress

The Project utilized two different tools for monitoring the progress of the project: - these included the results framework and a Project risk analysis. To date three annual reports have been produced. While the first report relied more heavily on the reporting of progress against activities and the respective indicators and targets, the subsequent reports outlined the activities under the outputs without describing the work carried out under each activity. The quality of the reports were good, ensuring a pleasant mix of visuals, photographs and infographics. Each report also highlighted the risk assessment, lessons learned and the visibility of the project. Data tended to be disaggregated by gender.

Observation Nine: The governance mechanisms were sufficient to oversee the programmatic and financial management of the intervention, and UNDP was seen as a reliable and professional and flexible partner.

Observation Ten: The log frame was utilized to guide implementation and was used as a monitoring tool. The format of the annual reports deviated slightly in the last two years of the projects; whereby individual indicators were not referred to. Nonetheless the reports were comprehensive, utilized well infographics and other illustrative graphics and highlighted the key challenges and lessons learned.

Observation Eleven: The Project was seen to be **very flexible** and was particularly **amenable to adapt to the new context** of the COVID-19 pandemic. While the change from in person meetings to webinars and online discussions changed somewhat the dynamics, the SDG Working Group was able to continue its work and work towards the goals of the Project. To some extent the Project outcomes became more pronounced in terms of use of social media and outreach to businesses and other countries through social portals. The pandemic in some way positively influenced the communication and visibility strategy and allowed the Project to reach out to a more wide-ranging audience.

Observation Twelve: The target groups and participants took an **absolutely active role** in implementing and shaping the project. The overall design, the capacity built, the awareness raised around SDGs and the flexibility and responsiveness of UNDP ensured that the government institutions as well as the business sector **drove the overall progress of the Project towards its outcomes**.

Observation Thirteen: The COVID-19 pandemic did have some negative effects on the timing of the Project and as a result the Project had to adapt itself to the new context of the country.

4.5 IMPACT

The impact of the Project is deemed to be highly satisfactory; the Project has positively contributed to the translating of the Agenda 2030 into action. Interlocutors commented on their enhanced understanding of the importance of the SDGs and the need to ensure an effective roadmap towards their implementation. While SDGs were being discussed prior to the implementation of the project, there was a lack of a common goal and roadmap to ensuring that SDGs were firmly on the common agenda of the government institutions. The Project contributed to the galvanization of momentum and interest in the 2030 Agenda, so much so that an SDG Framework was developed, and commonly agreed indicators and targets have been agreed by all government institutions.

CPD Outcome: Public and Private sector partners prepared for implementation of the SDGs in Bosnia and Herzegovina.

> **Bosnia and Herzegovina translate Agenda 2030 into action for the benefit of all its citizens**
> **Indicator** – Implementation progress captured through regular SDG framework reviews
> **Baseline**: No
> **Target**: Yes
> **Result**: In Progress

"The Country now has an SDG Framework for the country, normally it's almost impossible to come up with a single action plan on anything, it's usually very vague. This particular framework is relatively concrete, with clear parameters and baselines, and was signed by everybody across the board."

The overall impact of the Project has been very positive. Consultation with the stakeholders revealed a particular commitment and passion for both this Project and the future implementation of the SDGs. There was consensus that both the public and private partners are engaged in the process. The development of the roadmap and the subsequent SDG Framework emanated from a strategic approach which included awareness raising, an excellent communication and visibility campaign, capacity building of key implementing institutions as well as support thereto. This multi-faceted approach was pivotal in garnering support and ownership of the 2030 Agenda, as well as building awareness and a momentum around the Project and its objectives. The relatively lackluster campaign and awareness that centered around the Millennium Development Goals helped provide the Project with lessons learned and goals to strive for in order to drive the Agenda 2030.

"It is still remarkable achievement- having an SDG Agenda in the country. It included everybody, political structure, the value of this process. Bring together, national and subnational state and entity level to work on the same agendas. It is indeed a rare process, particularly as it was done in a smooth manner and has a key result."

The engaging of different UN agencies as well as the private sector, which hitherto did not have a voice or an open interest in the area of the SDGs coupled with business initiatives, academic exchanges and workshops, meant that a movement was built, and interest increased around the achievement of the SDGs and how Bosnia and Herzegovina could progress further. The exchange of lessons learned, and best practices was pivotal in allowing the individual institutions as well as businesses to understand the key bottlenecks, obstacles and challenges in implementing the SDGs. The exchange with different countries and the use of the SDG Accelerator for SMEs was considered to be useful and helped particularly the businesses to advance in the development of a roadmap towards implementation.

"Major success achievement, basically it kicked started the discussion of SDGs in the country -, before there was little talk on the SDGs"

The public and private sectors are indeed prepared for the implementation of the SDGs in the sense that a Framework has now been developed, however there are still some gaps and upcoming challenges. The nationalization of the SDGs is firmly in place and a commitment has been demonstrated by the state level, two entity governments and the government of Brcko District in Bosnia and Herzegovina; nonetheless it still requires an awareness campaign to ensure that the correct mechanisms are put in place. Upon consultation with the stakeholders, it is evident that there is an apparent awareness of the SDGs and their importance for Bosnia and Herzegovina and this in turn has translated into a solid commitment to providing a response on how to monitor and track the SDGs goals.

"This takes the place of a national development strategy, this is the first time to pull everybody together, and to assign a set of indicators to measure progress, which are internally recognized. The SDG working group represented the country with one voice, within the international arena, participated and presented Bosnia at the voluntary national reviews, ECOSOC, 2018/2019. Usually there are always disputes as to who should represent the country, we were able to get all people there, and they spoke with one voice, and the represented the country with one voice."

The UNVs which afforded support to the individual institutions were key in the provision of support and for facilitating the building trust amongst the key stakeholders which in turn enabled the institutions to work together and develop the SDG Framework. The numerous workshops which different members of the SDG attended and the numerous events which were held encouraged and cemented the commitment to ensure a joint advocacy campaign to develop the roadmap at the institutional level.

Prior to the implementation of the Project, while some members of the private sector were acutely aware of the importance of the SDGs, there was very little done about SDGs, and there was little knowledge, ownership or understanding of the concept. It was stated that private companies do not know enough about the Agenda 2030 and SDGs and while business are eager to learn more, projects like this one have provided an impetus to learn more. Furthermore, private sector companies are general community-based projects, as many of the companies are normally small business, and therefore long-term planning is not normally in place and companies lack support and ideas to invest in sustainable goals. Furthermore, while cognizance of the importance of the SDGs and sustainable development was already present in the private sector; much of the private sector lacked the capacity, financial planning or simply the incentive towards promoting sustainable energy, green solutions within their company. Many of the members of the private sector stated that they were already aware of European Standards for companies and were already planning to adapt their companies/business, however the call for applications prompted action in this aspect and allowed many of the businesses to accelerate their plans towards introducing sustainable business models. As can be seen under visibility, the call for applications for the

awards grew with each year, as did the awareness around the importance of the issue and competitiveness amongst the different companies.

"This Project was announced and call for applications was sent; it was natural this support, it just made us invest a little bit faster than originally planned. We can use this as promotional material for next year, this will be very good for us in terms of changes and export of goods, and green energy and to obtain export licenses for milk products."

In total, 187 companies applied for the SDG Business Pioneers Award over the three years it has been implemented. Furthermore, the SDG Business Week has turned into a major event which is supported by Sweden and UNDP and has been a platform which has been used to further promote the SDGs. In October 2021 the SDG Business Week was rebranded as SDG Week in Bosnia and Herzegovina. Two events took place which specifically addressed two topics that had not been sufficiently addressed before: social protection, social exclusion and poverty in the context of the SDGs, particularly with respect to the Leave No One Behind Principle and localization of the SDGs in terms of their implementation specifically at the local (municipal level). The idea was to gather relevant stakeholders and open up policy discussions on these topics. The overall objective of the events was to open up to contribution and engagement by wider stakeholder audience, such as the policy and decision makers, academia, civil society organizations in a wide range of areas defined

as development drivers under the SDG Framework in Bosnia and Herzegovina.

The SDG Business Week also was utilized to raise awareness on the development of innovative approaches (e.g., plastic waste), towards achieving low waste targets in the local context from local communities that took part in the Clean Neighborhood Innovation Challenges, etc..).

In 2021 in order to stimulate the grass roots innovative approaches, the UNDP Accelerator Lab[6] announced an Innovation Challenge for clean neighborhoods to make communities in Bosnia and Herzegovina cleaner and reduce waste. The idea behind the approach looked at recycling, cleaning and composting within communities, but also at the same time the challenge served to raise awareness on waste reduction, alter local lifestyles and mind sets regarding how waste is created, consumed and disposed of.

"The crème de la crème of the business, community is competing really hard: - it is something that matters for them, and they are trying to be better every year. Issues such as the environment are important for getting Bosnia and Herzegovina closer to the strongest European standards. When you compete, you try and be better, you look to others to see good practices, it motivates us. The Project has enabled us to

connect with each other and learn about these practices and not work in silos. The Strength of community is where people share experiences, we have room to improve it. We try to be positive spark triggers amongst people. We realize that we can motivate people to stay here and it makes better for conditions to stay in Bosnia to be more competitive than in Sweden, to have the same lifestyle but in their hometown."

The Project has therefore not only galvanized momentum around the SDGs at the governmental levels but also amongst the businesses. A number of MoUs were signed with companies in the SDG Accelerator for SMEs and a number of consultants were trained to use UNDP developed methodology for SDG integration to business models as well as over 100 companies being trained in the use of the tool. As aforementioned, there is now better understanding and motivation amongst the business community. Their involvement is key to ensure everyday solutions to everyday problems and as a result, businesses can become the guiding light amongst the business sectors. Nevertheless, there are gaps with regards to innovation and capacity building and businesses; while mindful of how they could use resources, the lack of awareness and lack of capacity requires even further support by the government to push the agenda forward.

---

[6] The Accelerator Lab is an initiative aimed at finding solutions to accelerated development in the 21st century. It's a UNDPs global initiative, and out of the sixty newly established "development laboratories", only two are in

Europe. Their mission is to harness the power of local innovation, collective intelligence and societal experimentation to address the complex development challenges of today.

> *"Bosnia is Bosnia, we have a unique set of challenges but the government itself, it doesn't do much for businesses, it stifles the business and the whole of the administration, if we want to see change it has to come from Businesses - SMEs make up 99% of the businesses. Businesses need to get motivated, and they need capacity building especially with regards to the environment."*

Observation Thirteen: While the SDG framework advocates for no one left behind, the Project puts a big focus on sustainable and green development rather than other cross cutting issues such as vulnerable groups and persons with disabilities. There was little mention of other groups in the Project document, and the monitoring framework does not factor gender heavily; - **vulnerable groups or persons with disabilities are hardly mentioned in the Project Document.** The SDG Week had a session dedicated to addressing inequalities (social protection in the context of sustainable development). The event was co-organized with UNICEF and engaged key institutional stakeholders (ministries responsible for social protection and social policy) and the civil society active in this field.

4.6 SUSTAINABILITY

*The sustainability of the Project is rated as **satisfactory**. The trajectory of the results gained under the Project is a positive one, especially with regards to the development of the SDG Framework in Bosnia and Herzegovina and the commitment that has been seen from across the different sectors to forwarding the*

2030 agenda. The interest and the momentum galvanized is unprecedented. The nationalization of the Agenda 2030 is in full swing. Nonetheless, there still remains the localization of the SDGs as well as assurances of facilitating the implementation and overall monitoring of the framework.

The beneficiaries have fully endorsed the results of the intervention and own the framework. The reason behind the full ownership lies with a number of factors, the first of these being the design of the Project and its relative flexibility and its ability to adapt to the emerging context, particularly with regards to COVID-19 and gauging the interest of each of the parties.

The second reason is the commitment and flexibility shown by the persons in the working group, and also the private sector. Upon consultations with all the persons consulted during this evaluation, interlocutors expressed a passion for the Project and an overall enthusiasm for the nationalization of the process and their involvement to encourage the momentum to grow. This has resulted in a strong ownership of the various products such as the outputs of the working groups, decisions made in the subgroups and the development of the road map and the subsequent SDG Framework.

While given the political context, it is almost impossible to build consensus around an issue, the issue of the SDGs has been warmly accepted by all the governments and the private sector has been very keen to promote them given the clear advantages that adherence thereto affords them with. The overall approach whereby the focus of the action was not overprescribed and finite in its scope, enabled full ownership of the results and for the working group to lead the way. The two-pronged approach whereby over 200 representatives from institutions at all government levels, civil society, private sector and academia and the critical role that the private sector played in advancing the development of the SDG Framework and roadmap has been fundamental to its approach. Currently, an SDG Financing

Framework Working Group exists in order to design a coordinated approach to the targeted and accelerated implementation and financing of the SDGs.

"The personality and the commitment of persons in the Working Group to reach the decision makers and promote the viewpoints in developing the SDG Framework is key, and due to this approach, they have been able to build ownership of their own process and documents, while this venture is initially supported by UNDP, they now seen it as their own."

The nationalization of the process has far exceeded expectations, and while the adoption of the SDG Framework has opened the mechanism for systematic localization of the SDGs translation at the levels of local governments, municipalities and lower levels is still yet to take place. Even at the level of line ministries and departments at the state entity, and Brčko District level - they have an important role to play when it comes to the creation, budgeting and implementation of sustainable development polices. The overall process is normally in alignment with work plans and integrated and sectoral strategies, however the impact and success of the Project on the overall Agenda 2030 means that more work is needed. Capacity in these areas is still considered low, and institutional mindsets still need to be shifted to ensure that the personnel have better understanding and the relevant knowledge and tools to promote programming for the achievement of the SDGs in the respective sectoral areas.

In essence, the SDG Framework in BIH will be

operationalised through its mainstreaming into strategic documents at all government levels. This has already happened in the entity of the Federation of Bosnia and Herzegovina with the preparation of its new development strategy and 10 cantonal strategies as well as in Brčko District. In Republika Srpska, this process is yet to start. The Project has thus far supported in the provision of extensive strategic planning training to civil servants at various government levels, that addresses incorporating the SDGs. The Project supported design and delivery of numerous trainings to civil servants on strategic planning and mainstreaming the SDGs to support these processes. Currently, the Project is working on designing online training programmes for civil servants, private sector, and students, which will be finalized by the end of December 2021

It is worth noting however, that different levels, such as cantonal and local governments also have responsibilities with regards to budgeting and implementation and therefore it is important that they have sufficient mechanisms in place to enable these sustainable development policies and ensuring that such policies impact fairly on the individual citizen, thus promoting the principle of leave no one behind. To this end the further implementation of SDGs aligned development strategies will present challenges, especially considering the new requirements that have been introduced and that address linking SDG-aligned strategic planning with institutional work planning and subsequently with budget planning. The model is a good one, but many governments will be implementing it for the first time, so it is natural to expect difficulties.

The process of mainstreaming the SDGs into development strategies at various government levels (Brcko District Government has done it), the new SDG-aligned development strategy of the Federation of Bosnia and Herzegovina has been adopted by the Federation Government and is currently in the parliamentary procedure, all cantons have prepared their new development strategies reflecting the priorities from the SDG Framework and a number of local governments as well. It is only

the government of Republika Srpska that is yet to start its SDGs-aligned planning process.

Furthermore, while the government is currently on board with the Framework, the Project has not yet had the opportunity to advocate amongst the members of parliament. Elections which are due to take place next year will also present some challenges, to ensure that if there is a change of government, the level of political will remains constant. In addition, as we have seen the framing of the SDG Framework has been widely supported. However, the most important part is the implementation and the laying of the ground to facilitate this process as well as establishing an adequate monitoring and evaluation mechanism to ensure accountability and that the current momentum is maintained.

To this end, while a solid and fully accepted SDG Framework has been put in place, the implementation process still needs to be developed and a wide range of stakeholders need to be brought on board to ensure effective implementation. Implementation of any type of law/policy is always an issue. The political aspects go beyond the tools it still requires to convene authority of the continuation of the work. August 2021 witnessed some stalling in decision-making processes, and it is likely that such a crisis may well continue into the next electoral phase.

"In essence the UN is the glue that holds it together."

To this end, it is important to continue engaging in the process. For the future implementation and suitability of the results, various aspects still need to be mapped out. This includes the financial aspect, to which there are already plans in place. However, efforts need to be made to ensure that there is sufficient financial envelope available focusing on the implementation of the SDG framework.

The involvement both of public and the private sector is important and the analysis of how strategies can be operationalized, particularly at the cantonal and district levels whereby the translation of the SDG framework in local strategies and action plans is paramount. Furthermore, the VNR is only two years away, and therefore it is important to ensure a clear picture of the implementation phase and to have a conceptually connected strategy confirmed in the lead up to this process.

4.7 Visibility and Communication

The Project put a lot of focus on ensuring visibility of the SDGs. In 2019 they organized two professional campaigns to outreach beneficiaries. The SDG Business Pioneers Award became an important tool to incentivize business and to raise awareness about SDGs and particularly green solutions.

In the first year approximately 1000 sets of visibility materials promoting SDG and the actions of the Project were distributed. This included SDG branded bags, mouse pads, pens, pins, stickers and folders as well as note pages and SDG socks.

Website

In 2020 the fan base of Facebook page almost doubled from 1,389 subscribers to 2,835 page fans. In 2021, the page fans reached 3,434.

Campaign reached 222,796 people on Facebook with additional 3,749 video views.

Project website - www.zamisli2030.ba. The existing website for the initiative - zamisli2030.ba - has been kept up to date with the aim of serving the purpose of the project. There have been several changes on the website over the tenure of the project. The site was reorganized to accommodate the new SDG Business Pioneers Award for 2021, while preserving the data from earlier Business Pioneers Awards in separate subsections, although there did not seem to be any record of the 2019 business award.

A separate subsection for SDG Framework in Bosnia and Herzegovina was created after the

adoption of the document. The section offers a comprehensive overview of the SDG Framework in Bosnia and Herzegovina and the document itself is hosted on the website, which meansit is publicly available for download in all three languages[7]. The section also outlines a number of themes under the framework including i) the key principles of the SDG Framework in Bosnia and Herzegovina, ii) Vision and development pathways by 2030; iii) horizontal themes; iv) Financing the SDGs implementation and v) Monitoring and reporting on progress in accomplishing the Sustainable Development Goals in Bosnia and Herzegovina.

The Project has the intention to transform and hand over the website to the SDG Council, although at the initial stages UNDP will still provide support to maintaining the website.

Business week 2020

IN **2020 - 873,419** PERSONS REACHED ON SOCIAL MEDIA **(65%** WOMEN AND **34%** MALE**)**

3,700 PEOPLE VIEWED THE CONFERENCE ON DIGITAL TRANSFORMATION FOR SUSTAINABLE ECONOMY

The SDG Business week was organized in 2019, 2020 and more recently in 2021. The first year the Project produced special media briefs which were delivered to 69 individual journalists and more than 200 media outlets.

With each year the interest in the award grew, and in 2020 there were 106 applications from 71 different companies which represents a 92% increase from 2019.

In the opening event of SDG Business Week – 250 persons watched the event using online platforms in real time 160 youth representatives attended the closing conference online.

There was a special focus on youth and organized closing events that focus on the future of jobs. The winning video received

1,600 votes and was shared by 170 peers 3,500 young people watched the videos.
Instagram and Twitter 6,000 impressions on Instagram and 893 likes on posts. Stories were also a very effective tool, with 3,060 views. Twitter posts also reached an additional 11,628 users.

Observation Fourteen: The Project **invested heavily in its communication and outreach drive**. As well as ensuring awareness raising events and a webpage which had experienced significant outreach; the Project took advantage of social media to outreach to different stakeholders. Furthermore, the SDG Business Week and award ceremony has grown into a highly publicized event, despite the COVID-19 pandemic, and resulted inhigh interest and healthy competition between different businesses. The exchange of lessons learned and shared experiences from other countries was also appreciated and allowed businesses to understand the bottlenecks and challenges in other countries.

4.8 Gender and Human Rights
By the very nature of the SDGs and the Agenda 2030, encompassing human rights, social include, gender and climate change and disaster risk reduction are inherent and therefore these issues automatically cut across the whole of the project. In presentations (but not always in the annual reports), data was disaggregated by gender and the business awards placed an important focus on sustainable development, climate change and disaster risk reduction.

Youth through the support of UNFPA also was an important aspect of the Project and several key activities centered around their involvement and efforts were made to enhance and strengthen their voice in the roadmap for implementation of the SDGs.

As aforementioned, the combining of the public and private sectors and support thereto accounted for a significant measure of the

---

[7] English, Latin and Cyrillic

success of this project, and while civil society and academia did feature in the project, and civil society organizations were involved in the development of the Framework, the emphasis on their role in this particular phase of the Project has been more periphery than other groups.

The role of civil society especially with regards to future implementation is pivotal, as it will be civil society who will be able to identify bottlenecks, progress and challenges for specific SDGs and will of course examine the overall impact on women, minority groups, persons with disabilities. In this particular project, the emphasis on any particular group, including women was not necessarily strengthened and was somewhat diluted in the overall cross cutting nature of the project. Female leaders of business while highlighted, were not particularly examined to ensure that there was for example a female winning category, although SDG Business Pioneers Awards for 2020 saw a number of women-led companies winning. To this end, while there was a conscious effort to conclude women, specific outputs or outcomes could have focused on a particular group in order to ensure specificities. Thereby while the Project was awarded a gender marker of two, there was no specific objective relating to gender alone and while disaggregated data was collected, the impact of sustainable development businesses on women for example was not included. Furthermore, given the ethnic diversity of Bosnia and Herzegovina, all campaigns were implemented with particular consideration to provide information to the private sector in all geographical areas in Bosnia and Herzegovina. When organizing activities, particular attention was paid to promote elements of good practice from different parts of Bosnia and Herzegovina and also on gender structure of speakers. Nonetheless, there was less spotlight on persons with disabilities whereby a specific category of sustainable solutions for persons with disabilities, or business leaders could have been created in order to raise more awareness on the leave no one behind principle.

5. KEY LESSONS LEARNED

Lessons learned One: The overall **design of the intervention logic** which tended to be non-prescriptive, and general in nature facilitated the overall ownership of the results by the key stakeholders. The design thus provided the key stakeholders the impetus to drive the roadmap and engage fully in the development and drafting of the SDG Framework in BIH.

Lessons Learned Two: The responsiveness, professionalism and the flexibility of the Project and UNDP instilled a sense of confidence and trust in the key stakeholders and ensured overall effectiveness and efficiency of the project.

Lessons Learned Three: The **lending of support to the key institutions** was pivotal in increasing their awareness, and capacity in order for them to take the lead in developing and drafting the SDG Framework in BIH.

Lessons Learned four: The **business award was pivotal in** increasing awareness and interest in the SDGs and produced healthy competition between different sectors as well as contributing positively to the green economy.

6. KEY CONCLUSIONS

RELEVANCE:
Conclusion One: The existing political, social, legal and institutional complexities in Bosnia and Herzegovina contributed to a slow take up of the Millennium Development Goals which meant there was little interest on the subject of the SDGs prior to the intervention. The Project was nevertheless able to provide awareness and capacity to the governing institutions and as a result has ensured a **strong *buy in* from the different institutions and indeed by the private sector** in the advancement of the working agenda. The Project was not only able to develop a comprehensive SDG roadmap but also contributed strongly to the development by the institutional stakeholders in collaboration with other actors such as academia and businesses of an SDG Framework with

commonly agreed indicators and targets by the governments of Bosnia and Herzegovina.

The overall design of the intervention was adequate to achieve its overall objectives. The non-prescriptive nature allowed the Project to be flexible and to adapt to the context.

As a result, the evaluation concludes that the approach and design of the Project was **highly relevant.**

COHERENCE

Conclusion Two: The **coherence of the Project is rated as satisfactory**. The Project ensured effective and complementary coherence with other existing projects and enjoyed a very good relationship with both UNDP projects whose goals are complementary to that of the SDG Rollout Project as well as an effective and collaborative relationship with key UN agencies. The involvement of a number of stakeholders was pivotal and the inclusion and support of external agencies such as the Swedish Business School and the exchange of best practices was considered a key driver of the framework and enabled the stakeholders to be more informed.

EFFECTIVENESS

Conclusion Three: The Project has achieved all of its goals at outcome level and as a result, the effectiveness of Project is considered as **highly satisfactory**. The Project's approach to ensure that the involvement of the private and public sector was innovative and with each year, there was more and more interest and subsequent commitment in advancing the roadmap. While the pandemic did present some challenges and delayed some activities, the readjustment of the Project as well as the extension has allowed it to achieve its overall targets.

EFFICIENCY

Conclusion Four: The overall efficiency of the Project is deemed as **highly satisfactory.** The Project was equipped with enough staff and the inclusion of UNVs was deemed cost effective as well as providing an opportunity for them with learning and provision of

employment opportunities. The quality of the staff was deemed as high, and all interlocutors expressed deep satisfaction about the quality of the Project, its staff, flexibility, and responsiveness.

Monitoring of the Project was good and the development and the inclusion of a number of tools such as the dashboard was deemed useful.

IMPACT

Conclusion Five: The impact is rated as **highly satisfactory,** the key outcomes of the Project have resulted in the solid support for the Agenda 2030 by the higher echelons of the governments, as well as support and cognizance by the private sector about the importance of the SDGs. The fact that the country now has a commonly agreed Framework, and an SDG Council is a significant achievement. However, challenges will still exist for the effective implementation and monitoring of the framework as well as the localization and subsequent budget thereto. The SDG Council and the other key implementers will require direction and support to ensure that the implementation of the SDGs becomes reality.

SUSTAINABILITY

Conclusion Six: The Project deems that **sustainability is satisfactory**. The Project ensured strong ownership of the results by all stakeholders. This was assured due to the quality of capacity building within the institutions coupled with their involvement in various workshops, seminars and awareness raising activities. While ownership is strong, parliament and civil society still need to be firmly integrated into the process. To date, the experience of promoting an SDG Framework illustrated the strong ownership by the governmental institutions. It should be noted however, that capacity at the level of the ministries, local level and the private sector still needs to be strengthened.

Furthermore, while the positive outcomes of the Project are recognized, it is also acknowledged that implementation and the

overall financing of the SDG Framework will face some challenges. This is particularly pertinent with regards to the lower levels of government and oversight, whereby institutions have relatively little knowledge and capacity on the implementation of the SDGs and an overall monitoring mechanism is still not yet created.

GENDER AND HUMAN RIGHTS

Conclusion Seven: The Project ensured that gender and human rights were considered and these issued cut across the whole of the Project. The issues of sustainable development were particularly emphasized. While the SDGs do inherently encompass human rights and gender, the Project could have placed a more specific emphasis on these issues to highlight and raise awareness thereto and could have placed more importance on the overall monitoring the impact of the Project on these issues to illustrate gains made in these areas.

7. RECOMMENDATIONS

The present evaluation would like to emphasize that the Project has been found to be very effective and therefore the recommendations outlined below are mainly in regard to the overall sustainability of the important results obtained during the tenure of the project. The recommendations center around the following issues:

I. Support and provision of capacity to the SDG Council
II. Monitoring of the key lessons learned
III. Outreach to the parliament/civil society and other actors
IV. Stronger monitoring of the overall system including a mechanism to measure that no one is left behind.
V. Stronger outreach to key partners, particularly to parliament and civil society;

VI. Support of planning units and sectorial ministries;
VII. Support to localize the SDGS
VIII. Creation of financing mechanism for future implementation of the SDGs;
IX. Support to the private sector
X. Preparation for the implementation of the SDGs in the future.
XI. Sharing of best practices and lessons learned with other key implementers of SDGs in the region and beyond.

Recommendation	Linked to Conclusion/criterion	Recommendation addressed to	Comments on Recommendations	Priority
Support to and capacity development of the SDG Council	Conclusion Five and Six – Impact and Sustainability	UNDP and SDG Council	In order to maintain the current level of ownership and to accompany the next stage in the process, it would be important to provide capacity and support to the Council for future effective promotion, advocacy, coordination, monitoring and reporting on the SDGs. This could also include specific communication and engagement platforms with other key stakeholders such as the parliaments, civil society, private sector, development partners etc.	High
Invest in strategies to outreach and raise awareness amongst the parliamentarians. Given the impending elections, it would be equally important to ensure the sustainability of the results already achieved through this project with raising awareness sessions. For example, ensuring a Parliamentary SDG working group which could ensure adequate implementation of the SDGs including ensuring that the annual budget includes sufficient funds to ensure adequate implementation and monitoring.	Conclusion Five and Six – Impact and Sustainability	UNDP and the parliaments with the support of the public and private sector as well as civil society	While there is a strong buy in to the SDG Framework, the parliamentarians have not yet been included in key discussions. Given the impending elections, it would be good to promote a mechanism already to ensure that attention is paid to the SDGs amongst the parliamentarians, encouraging their overall oversight role of the SDGs implementation, particularly with respect to targeted and effective financing via public budgets.	High
Strengthening and Institutionalization of monitoring mechanisms on the progress of the implementation of the SDGs, whereby a roadmap and tasks are distributed amongst different institutions and civil society and the parliament would exist.	Conclusion One - Relevance / Conclusion Five – Impact	UNDP and other key stakeholders	Strengthening the overall monitoring system for the SDG Framework, which would require capacity development and creation of coordination mechanisms among the SDG Council, strategic planning units at various government levels and statistical institutions. These systems should be designed in a way to enable participation and contribution by civil society, particularly with respect to the LNOB principle (civil society, as does the private sector have a key role to play in the implementation and ensuring the monitoring of the SDGs; civil society is normally the ones who can inform policies and identify bottlenecks and gaps. The private sector can ensure that these policies are implemented at the level of businesses	High
Support to and capacity development of planning units but also sectoral ministries for	Conclusion Five and Six –	UNDP and other key stakeholders	The project should contribute to ensuring an environment that could address the challenges that are	High

			faced in ensuring coherence of sustainable development actions at different government levels (so as to ensure an integrated approach that enables looking at social, environmental and economic impact)	
Continue progress on the translation of the SDG Framework to the local plans and strategies. Utilizing frameworks that have been successful previously and scaling up at the level of local governments.	Conclusion Six – Sustainability	UNDP – Key institutions and local government entities	Work has already begun in this area, but the continuation of such efforts is pivotal. SDG localization would entail dedicated support to lower government levels in implementing their SDG-aligned development strategies	High
Greater inclusion of civil society in monitoring of the SDGs as well as informing parliament and institutions of said progress, and training and awareness raising sessions for different actors involved in the decision-making processes for the implementation of the SDGs. Civil society will play an important role in the localization of the SDGs.	Conclusion One = Relevance and Conclusion Five – Impact	UNDP in collaboration with the Project, civil society and private sector	The role of civil society is very important - they are the first ones to identify gaps, opportunities and other areas needed to ensure implementation of the SDGs. A group which combines both the presence of the Parliament with CSOs to promote and encourage their cooperation and information sharing would be pivotal.	High
Creating financing strategies for the SDGs from the public funds, including establishment and piloting of innovative mechanisms that could also be based on partnership with private sector, development partners and international and domestic financing institutions	Conclusion Six - Sustainability	UNDP and key stakeholders	Many challenges exist with regards to the SDGs but the overall financial resources to be afforded to their implementation is essential, the working groups with the collaboration of the private sector, civil society etc. should continue to work on the strategy already initiated on how funds will be raised and utilized.	High
Support the private sector in further introducing and implementing sustainable business models, based on lessons learned from the current project.	Conclusion Six - Sustainability	UNDP and private sector	A specific focus could be made towards the introduction of circular economy considering that there have been no serious efforts made in the country in this regard, while it is one of the key pillars of smart growth interventions within the SDG Framework. This could entail work on creating enabling the legal framework, technical and financial assistance to companies, specific public finance instruments to support business in applying circular economy, etc. This recommendation could also address specific support to women-led business or businesses targeting women or a particular vulnerable group.	High
Support and capacity development of sectoral ministries for introducing innovative services and new models of service delivery (i.e. care economy, outsourcing of	Conclusion Five – Impact and Conclusion Six - Sustainability	UNDP and sectoral ministries		High

public services when assessed more efficient and effective, etc.)				
Preparation of the subsequent VNR process, particularly involving civil society.	Conclusion Six - Sustainability	UNDP with key institutions	The VNR process is only a little over a year away, therefore it will be essential to ensure adequate preparation for this.	Medium/ High
More outreach to other countries in the region to recount lessons learned, strategies used and best practices both in the public and in the private sector.	Conclusion Two - Coherence	UNDP with other organizations/ countries	Several interlocutors stated the usefulness of the sessions with other countries and having the ability to network with other businesses. They would very much like to hear from others' experiences of the best practices and lessons learned.	Medium/ High
While the dashboard has been a very important tool, expansion of the tool to better enable the adequate monitoring for certain groups, such as youth, persons with disabilities, women etc.	Conclusion Four – Efficiency and Conclusion Seven – Gender and Human Rights	UNDP	The monitoring of the Project is seen to be adequate, and while attention was paid with regards to certain groups, given the nature of the SDGs and the promotion of LNOB, it would be important for the Project to be able to monitor the impact of the efforts implemented in the context of the SDG framework on SDGs different groups, to identify bottlenecks and gaps.	Medium/ High
Given the numerous practices of sharing key information, a number of sessions to reflect on the key lessons learned in the process thus far would be useful to map out strategies for the future.	Conclusion One - Relevance	Public and private sector with the support of UNDP	While the new Project document has already been designed, in order to inform the project, it would be important to collect and discuss key lessons learned from the present Project in order to feed into strategies for the future. This will not only include an overall overview of the Project but also exchange of best practices from other countries.	Medium/ High

8. **ANNEXES**

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
Element	Judgement Criteria	Including baseline and targets where	Documentation Review	Data collection methods /
RELEVANCE	**1. To what extent did the Project design and objective respond to the needs of the direct and indirect beneficiaries?**			
Rationale	Having in mind the political, social, legal and institutional context of Bosnia and Herzegovina, to what extent were the projects potentials to adequately contribute to the development processes in the future?	The problem statement informing the Project addressed capacity issues/gaps/needs	Needs/baseline data Assessment Reports/past evaluations reports/baseline survey reports	Questionnaires Literature Review/Desk Review
	To what extent will the Project adequately contribute to translate the ambitious 2030 Agenda into action for the benefit of all its citizens	Variables such as Buy in of the different ministries and advancement of the working agenda	Primary Data	Questionnaires KIIs
	Extent to which the action design ensured the ownership of objectives by the key beneficiaries through the TOC and intervention logic	Level of involvement of the implementing partners officials in action design Consistency of action design with institutions policies Integration into the action's intervention logic of needs as expressed by beneficiaries and in line with previous support	Baseline data report Project documents policy documents	Review of Project documentation Review of key beneficiaries' policy documents and strategic priorities KII with beneficiaries
	Consistency with country´s priorities, including the EU accession agenda, Agenda 2030 and other effective strategic frameworks	Consistency of the action intervention logic with UNDAF, UN policy, UNDP strategic objectives including Gender Policy and in line with EU accession and Agenda 2030	UNDAF UNDP strategic documents EU Accession Agenda 2030	Review of documentation Interviews with UN country office and Project document

	Extent to which the action design considered lessons learnt from similar support to the SDG process correctly identified the scope of activities	action design was explicitly informed by successes and failures of similar programmes in support of SDGs or MDGs Institutional set-up adapted to identified implementing partners and other beneficiaries´ capacity. Scope of the action adapted to the capacity within the country.	Project documents Amendments to the project	Review of documentation Interviews with UN country office and Project and implementing partners
Design	Was the Project design effective to address the issues identified to be address by the Project	TOC/Intervention Logic addressed key issues	Project Document	Desk Review
	Was the Project life span sufficient to achieve its goals?	Number of activities not done due to time limitations Quality of implementation affected by time constraints	Reports Primary Data	Desk Review Questionnaires
	Were the activities relevant to enable the Project achieve the intended objectives or results?	Number of adjustments to Project activities due to relevance	Reports	Desk Review
	Robustness of the action's intervention logic	Causal links foreseen between inputs, activities, expected results and objectives proved realistic through delivery. The scope and complementarity of the action's component were commensurate with expected outcomes.	Intervention logic Revisions /amendments of Project Document	Review of Project documentation KII with Project Staff and key beneficiaries
	Consideration given to Human Rights and Gender Equality issues through all components of the action and its contribution to the civic and human rights of target groups?	The Intervention Logic promotes a right-based observation Gender Equality is mainstreamed in the Intervention Logic Indicators are gender disaggregated where relevant.	Project documents Identification/formulation report Monitoring and evaluation framework	Review of Project documentation KII Project Team
	The adequacy of implementation strategy to adjust to new circumstances and needs	Types of changes Efficacy of changes	Project documents	Review of Project documentation

			Identification/formulation report Monitoring and evaluation framework	KII Project Team Beneficiaries
imposed by COVID-19 pandemic?				
Assumptions	Validity of assumptions and risks as initially identified	Initial assumptions realised Adequacy between risk identification including planned mitigation measures and actual obstacles in delivery.	Intervention Logic (initial) Intervention Logic (revised) Project reporting Monitoring and evaluation reports	Review of Project documentation KII baseline documentation, Project Team, UNDP CO, DP

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
COHERENCE	**2.** To what extent was the intervention consistent and complementary with other interventions providing support to strengthening women´s leadership and fostering political participation of women			
External Coherence	Coherence of the action design with prior and existing, related interventions by other entities and other development partners	Project design took account of existing interventions Evidence of complementarity, harmonization and coordination with others	Project formulation reports Project documents Documentation on other interventions	Review of Project documentation and identification/formulation reports KII with UNDP, UN agencies, DPs, implementing partners, beneficiaries
	Coordination with other entities providing support to SDG Rollout and assurances of avoiding duplication and adding value	Existence of coordination mechanisms/forums Effectiveness of coordination mechanisms/forums Frequency of coordination through delivery, where relevant	Project documents Project Reporting	Review of Project documentation KII with UNDP, UN agencies, DP, implementing partners, beneficiaries

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
EFFECTIVENESS	**3. To what extent have Project objectives and results been achieved? What were the key challenges and enabling factors?**			
The Results	Extent to which the Project achieved progress against the established indicators	See Project indicators	EOM preliminary statements re women, final reports and recommendations UNDP Project Document Evaluation capacity building	Comparative Robust desk review of UNDP Project documentation Interviews of KIIS including public and private sector and other key actors
	Extent to which the projects approach and actions contributed to projects outputs and outcomes under both outputs and outcomes?	See projects results framework	Project document	Comparative Robust desk review of UNDP Project documentation Interviews of KIIS including UNDP/UN Private sector, institutional beneficiaries' staff, implementing partners civil society
	Extent to which the Project engaged and promoted sustainable development in the private sector of the Bosnia and Herzegovina?			
	The extent to which the Project supported nationalisation of Agenda 2030 in Bosnia and Herzegovina		Analytical articles on the process Project Reporting Monitoring and evaluation data Statistical data	Review of Project documentation KII with key stakeholders/public and private sector/civil society/women's groups

	Extent to which the Project engaged and promoted sustainable development in the private sector in Bosnia and Herzegovina	Number of meetings between key institutions		
	Extent to which the Project activities contributed to promotion of greener, more sustainable and circular business models	Perception by key stakeholders and implementing partners Delivery of outputs and expected outcomes	Questionnaires, Statistical data Knowledge products Project reporting	Review of Project documentation KII with key stakeholders/private sector/ civil society/
	The extent to which the programme outreached to marginalized groups (I.e. youth, Persons with disabilities (PWD), returnees, Internally Displaced Persons (DP), minorities	Accordance with civic and human rights perspective? Any persons being Discriminated against through the implementation? Extent of transparency of the project Number of accountability mechanisms?	Narrative reports Statistical data	
	What were the key challenges and enabling factors?	(assessment derives from the above)		
	In which area was the action most successful in contributing to foster credibility of the electoral process	(assessment derives from the above)		

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
EFFICIENCY	**4.** To what extent have resources (financial, Human and technical) been allocated strategically and were they managed effectively?			
Use of Resources	Extent to which the activities and outputs could have been delivered with fewer resources without reducing quality and quantity.	Sufficient number of staff allocated to the projection a full-time basis Quality of the staff and the experience	Financial and narrative reports Original budget Other similar interventions approaches	Robust desk review of the Project documentation including financial reports and Terms of Reference KIIs with the UNDP Project staff and Sweden

				KII with key beneficiaries
	Extent to which the rate of delivery and issuance of the budget were timely and sufficiently effective to achieve the planned results.	Expenditure of the overall budget each year is in line with scale and scope of expected results Number of Delays in activities due to be delayed spending of budget	Financial and narrative reports Annual Work Plans	Robust desk review of the Project documentation including financial reports and narrative reports KIIs with Project staff KIIs with UNDP, Sweden, and key beneficiaries
	Extent to which bottlenecks or challenges existed and hindered resources being used appropriately.	The budget and workplans were approved on a regular basis and in line with the workplans stablished work plans are delivered on time and implemented	Annual work Plans Narrative Reports	Robust desk review of the Project documentation KIIs with Project staff, Sweden and key beneficiaries
Organisational efficiency	Extent to which the management/governance mechanisms established were sufficient to oversee the programmatic and financial management of the intervention.	Governance/management mechanism established and adhered to Efficient oversight of project Budget within established parameters	Steering Committee Meetings Narrative Reports Financial Reports	Robust desk review of the Project documentation KIIS with Project staff, UNDP, Sweden and Key beneficiaries
	Extent to which are workplans realistic and are they delivered in a timely manner.	Feasible workplans are developed and implemented Workplans are considered realistic and relevant Workplans are developed and approved on time	Financial and Narrative Reports Training Reports Annual Workplans	Desk review of the Project documentation KIIs with Project staff, UNDP and key beneficiaries
	Extent to which the Projectdesign, management, human resource kills and resources were adequate?	Key weaknesses identified Key strengths identified	Financial and Narrative Reports Training Reports Knowledge products	Desk review of the Project documentation KIIs with Project staff, UNDP and key beneficiaries
Monitoring Efficiency	Extent to which the log frame was utilised to guide implementation and as a monitoring tool.	Baselines, indicators and targets were established Results based management reporting was utilised	Narrative reports Log Frame	Desk review including Log frame, desk review of narrative reports KIIs with UNDP, Project

				Staff and DPs
	Extent to which the monitoring of the results was conducted in an effective and efficiency way?	Key results were described in the narrative reports The existence of a monitoring and evaluation framework	Narrative reports Log Frame	Robust desk review of the Project documentation, log frame KIIs with UNDP staff and DPs
	. Extent to which the action was able to adapt to evolving needs and context.	Implementation of a risk management strategy Challenges were referred to in reports and steering committee meetings.	Narrative reports Steering committee reports Log frame	Robust desk review of the Project documentation, log frame KIIs with UNDP, DPs, and key beneficiaries
	The extent which the reporting on the implementation of donor assistance was adequate.	Adherence to the templates established at the beginning of the mission	Narrative reports Templates	Project documentation, log frame KIIs with Project staff and DPs
	Extent to which coordination with relevant partners and other stakeholders was efficient and was there any duplication of efforts.	Number of challenges and bottlenecks encountered Lessons learnt for final implementation of the Projects well as future cooperation.		
Ownership	Extent to which the target groups and participants have taken an active role in implementing the project?	Level of ownership Type of participation that have taken place Modes of participation in place? Efficiency of how partner institutions have been in supporting the projects implementation.		Interviews with Key beneficiaries
	Extent to which the Project ensured sufficient communication and outreach	Number of knowledge products distributed Extent to positive communication of the project		Project documentation, KII with UN agencies, UNDP and key beneficiaries, media

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
IMPACT	**5. To what extent did the Project impact on the Agenda 2030 and translate it into benefits for all of its citizens?**			
Overall impact	The extent which the project´s effects in terms of supporting nationalisation of Agenda 2030, integrating sustainable development pillars and SDGs targets in government strategies?	Qualitative assessment of impact by women % of increase in the number of women in leadership positions and access to enhanced decision making	Project Document Primary Data	Desk Review Questionnaires of private sector Interviews with KIIS
	Extent to which the project´s interventions had positive, negative, intended, or unintended effects?	Type of effects		Desk Review Questionnaires
	The extent to which key stakeholders/beneficiaries are satisfied with the Project implementation	Extent of partnerships support Extent to which expectations have been acknowledged		Desk Review Questionnaires
Midterm impact	Extent to which the key institutional and private sector stakeholders/final beneficiaries satisfied with the implementation of project	Satisfaction of partnership support and extent of concerns still remaining	Public and Private Sector Institutions Narrative reports	Extensive desk review to examine quantitative and qualitative data as well as interviews with key beneficiaries/ private sector /focus groups
Cross cutting issues	Extent to which cross cutting issues such as disability and more vulnerable groups were taken into account?	Number of activities designed to cater for these groups	Project documents interviews	Desk review Results framework And KII with key beneficiaries and beneficiary institutions

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
SUSTAINABILTIY	**6.** To what extent did the beneficiaries take ownership of the project? Will they be able to sustain the results of the intervention (programmatically, politically and financially)?			
	Extent to which the beneficiaries have endorsed the results of the intervention and the extent which Project approaches managed to create ownership of the key institutional stakeholders and private sector.	Extent to which there is a development of systems and procedures at policy level Extent to which the beneficiaries and beneficiary institutions and private sector endorse the results	Project Documentation Narrative Reports Beneficiaries Questionnaires	KIIS with s key beneficiaries as well as external actors Desk review of relevant documentation Conducting of surveys of key beneficiary institutions
	The extent to which the capacities of relevant government institutions have been strengthened to sustain the results of the project	Extent of challenges to overcome or potentials to be unlocked in the future? Change in policies Consideration of remaining and emerging needs?		
	What needs to be changed to ensure sustainability? What financial, economic, social, environmental, and institutional capacities of the systems are needed to sustain the benefits?			
	Extent to which the Project approaches triggered the behavioural and policy change among the target institutional beneficiaries and private sector?	Implementation of policies Attitudes towards the results	CEC reports Project Documentation Narrative Reports EOM reports	KIIS with EMBs key beneficiaries as well as external actors Desk review of relevant documentation
	Extent to which sustainability can be achieved given the key considerations of COVID-19 related context.			

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
GENDER AND HUMAN RIGHTS	**7.** How well has the action addressed the issues of human rights concerns, gender inclusion, women´s equality and empowerment across all aspects of the intervention´s design, development, implementation and its management?			
	Extent to which the action has ensured that gender issues and participation of vulnerable/disadvantaged groups are mainstreamed?	Space allocated to gender and vulnerable/disadvantage groups participation in election in the activities Space allocated to gender and vulnerable/disadvantaged groups 'participation in elections in training/methodology documents	ProDoc Narrative Reports Training /workshop Reports	Desk review of EOM reports KIIS with persons trained, recipients of workshops etc
	Extent to which the Project has had any positive or negative effects on gender? Could gender mainstreaming have been improved in planning, implementation and follow up?		ProDoc Narrative reports	Desk review to ascertain if reference has been made KIIs with UNDP
	Extent of the impact the intervention has on the permanent and real attitudinal and behavioural change conducive to HR and GE by the beneficiaries of the action?	The extent to which gender and other issues are covered in the activities and key outputs of the action	Narrative Reports	Desk review of documentation including EOM reports, UNICEF UNFPA KIIs with key beneficiary institutions, CSOs, Women's Groups, private and public sector

8.2. Annex II – Achievement of Indicators

Goal/ Outcome/ Output	Indicator	Indicator	Planned Target	Achieved Target	Comments
Overall Goal	*Bosnia and Herzegovina translates Agenda 2030 into Agenda 2030 into action for the benefit of all its citIzens*	*Implementation progress captured through regular SDG Framework Reviews*	*Yes*	*Achieved*	*SDG Framework developed and buy in is strong. In April 2021 the SDG working Group formally transformed into SDG Council. It is responsible for monitoring and reporting overall SDGs implementation as well as for coordination and coherent approach at different government levels*
Outcome	*Public and Private partners prepared for implementation of the SDGs in Bosnia and Herzegovina*	*Framework for the implementation of the SDGs developed and aligned with EU accession Requirements* *Established functional SDG advisory body, where private sector is an active member*	*Yes*	*Achieved*	*Achieved - Roadmap was designed and adopted in April 2018.*
Output 1.1.	*SDG Roadmap for Bosnia and Herzegovina developed, and implementation started*	*SDG Roadmap defined and agreed* *Bosnia and Herzegovina present its SDG rollout experience to the high Level Political Forum (HLPF)* *Key institutions and organizations, including youth, comprehensively capacitated for SDG rollout*	*Yes* *Yes* *Yes*	*Achieved* *Achieved* *On Track*	*Roadmap was designed and adopted in April 2018.* *Various sub groups were formed including the VNR sub group formed in 2018 in preparation for theVNR in 2019. The next VNR is planned for 2023.*
	Training programme for civil servants in planning institutions, sectoral ministries/departments and practioners addressing mainstreaming of SDGs into strategic documents and delivered				
	Number of development strategies reflecting the sustainable development priorities defined in the SDGs Framework in Bosnia and Herzegovina				

Goal/ Outcome/ Output	Indicator	Indicator	Planned Target	Achieved Target	Comments
Output 1.2.	Private sector actors sensitized and engaged in SDGs prioritization, planning and implementation	Number of Businesses engaged in consultations on the SDGs, including the Conference	500	Achieved 687	
		Number of business cooperation opportunities identified through B2B among companies from Sweden and Bosnia and Herzegovina	10	Surpassed 63	5 companies completed the SDG Accelerator for SMEs in Bosnia and Herzegovina innovation journey. 5 companies signed contracts for the SME decarbonization challenge. 25 companies from 5 countries shared experiences on integration of SDGs in business models during the SDG business week 2020 with more than 3500 participants
		Number of SDGs Business Pioneers promoted	10	Surpassed 187	2020: 71 BOosnia and Herzegovina companies (micro, small, medium and large) applied with 106 applications (92% increase compared with 2019) 2021: 75 BOSNIA AND HERZEGOVINA companies applied with 105 applications.

8.2   Annex III – List of Persons Interviewed

Stakeholder Institution	Contact person	E-mail
UN Resident Coordinator's Office	Aris Seferovic	aris.seferovic@un.org
UNDP Senior Management	Sukhrob Khoshmukhamedov (Deputy Resident Representative)	Sukhrob.Khoshmukhamedov@undp.org
Previous UNDP Resident Coordinator	Sezin Sinanoglu	Sezin.sinanoglu@un.org
Previous Project Manager (under RC Project Management)	Envesa Hodzic Kovac	Envesa.hodzic-kovac@undp.org
Swedish International Development Cooperation Agency	Amila Ibricevic	amila.ibricevic@gov.se
UN Women	Irma Zulic	irma.zulic@unwomen.org
UNICEF	Selma Kazic	skazic@unicef.org
UNFPA	Zana Muminovic	muminovic@unfpa.org
Directorate for Economic Planning of Bosnia and Herzegovina	Amra Fetahovic	afetahovic@dep.gov.ba
	Tanja Lucic	tlucic@dep.gov.ba
	Zdenko Milinovic	zmilinovic@dep.gov.ba
Ministry of Foreign Affairs of Bosnia and Herzegovina	Milos Prica	Milos.Prica@mvp.gov.ba
Government of Brcko District	Amra Abadzic	abadzic.amra@gmail.com ; Amra.Abadzic@bdcentral.net
Office of the Coordinator for Brcko District in the Council of Ministers of Bosnia and Herzegovina	Sanja Alatovic	Sanja.Alatovic@savjetministara.gov.ba
Federal Institute for Development Programming	Nijaz Avdukic	nijaz.avdukic@fzzpr.gov.ba
Ministry for European Integration and International Cooperation of Republika Srpska	Nemanja Kovacevic	N.Kovacevic@meoi.vladars.net
	Danijela Injac	d.injac@meoi.vladars.net
Foreign Trade Chamber of Bosnia and Herzegovina	Ahmed Egrlić	ahmed.egrlic@komoraBosnia and Herzegovina.ba
	Enes Aliskovic	Enes.Aliskovic@komoraBosnia and Herzegovina.ba
Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina	Edita Peric	edita.peric@mvteo.gov.ba
Stitch 22	Nadira Mingasson	nadira@udruzene.org
Unija MF d.o.o.	Dino Bojcic	dino.bojcic@unija.com
Ministry of Programming d.o.o.	Tarik Hamzic	tarik.hamzic@ministryofprogramming.com
Lanaco d.o.o.	Natasa Dragisic	natasa.dragisic@lanaco.com
	Vedad Tanovic	vedad.tanovic@lanaco.com
Coca-Cola HBC B-H d.o.o.	Jasna Padovic Alilovic	jasna.padovic@cchellenic.com

dm drogerie markt d.o.o.	Alida Covic Mezet	alida.covic-mezet@dm-drogeriemarkt.ba
Turboservis BH d.o.o.	Adnan Hadzic	adnan.hadzic@turboservice.ba
Šumska tajna	Vesna Josic	sumskatajnaorganic@gmail.com
Softhouse Balkans d.o.o.	Samira Nuhanovic	samira.nuhanovic@softhouse.se
Tvornica cementa Kakanj d.d.	Almir Bajtarevic	almir.bajtarevic@heidelbergcement.com
Koteks d.o.o.	Adisa Karahodzic	koteks@koteks.ba
Plantago d.o.o.	Aleksandar Vukmirovic	aleksandar.vukmirovic@plantago.ba
Jaffa Komerc d.o.o.	Nedim Badzak	nedim.badzak@jaffakomerc.com
Isatis Software Solutions	Jeroen Penninx	jeroen.penninx@isatis.com
GOLD-MG d.o.o.	Goran Mitrovic	gold.mg@teol.net
Smrčak d.o.o.	Marko Mijatovic	mrkmij@gmail.com
Dekonta BH	Maja Čolović Daul	maja.daul@gmail.com
ESOF d.o.o. Donji Vakuf	Enver Avdic	enver @esof.ba
Bravarija Pile d.o.o.	Vedran Koprena	b.pile@blic.net
Imaco Systemtechnik d.o.o.	Armina Mujezinovic	amujezinovic.imaco@tel.net.ba
Ferretto Group Central Europe d.o.o.	Emina Krusko	emina.krusko@fgce.ba
profine BH d.o.o.	Adnan Djug	adnan.djug@profine-group.com
ZZ „Brka“	Adis Rahman	adis.rahman@live.com

8.3   Annex III – List of Documents consulted

- Amendment One to the Third-Party Cost-Sharing Agreement Between Sweden and UNDP

- Amendment Two to the Third-Party cost sharing agreement between Sweden, represented by the Swedish

- Amendment Three to the Third-Party cost sharing agreement between Sweden and the UNDP

- Bosnia and Herzegovina – Ministry for Human Rights and Refugees – Gender Equality Agency of Bosnia and Herzegovina – Gender Action Plan of Bosnia and Herzegovina 2018-2022

- Bosnia and Herzegovina and the United Nations Sustainable Development Cooperation Framework 2021-2025 – A Partnership for Sustainable Development – 15 May 2020

- Bosnia and Herzegovina EU Gender Equality Facility

- Blueprint template for annual reporting on sustainable development

- Concept Note – evening with SDG Business Pioneer Award Winners SDG Pledge signing Ceremony – September 2021

- Concept Note – SDG Week 2021 – Future of Education : Universities 4.0 October 2021

- Concept Note – Localising the SDGS: Information session for local governments – October 2021

- Council of Ministers' Decision on Establishing SDG Council in BiH

- European Commission – Instrument for Pre-Accession Assistance (IPA II) 2014-2020

- Evaluation Methodology for Business Pioneers Award in Bosnia and Herzegovina
- Evaluation Methodology for Local Governments Pioneers Award

- Future Talks III – The future of Work – Hybrid Event – October 2021

- Human Rights Papers – Paper 44 – 2019 Alternative Report on the Application of Bosnia and Herzegovina for the European Union Membership: Political Criteria

- Imagine2030 SDG Interactive Board Game - https://youtu.be/2zq891WnQ2c

- International Development Cooperation Agency – SIDA (The Donor) and the United Nations Development Programme

- Request for Cost Extension of the SDG Roll Out Support and Private Sector Engagement Project until 31 December 2021

- RIA Report
- SDG Project AWP Year 1

- SDG Rollout RoadMap

- SDG Business Pioneers 2021 Methodology

- SDG Week 2021 panel discussions

- UNDP Project Board Meeting's Minutes and PowerPoint presentations, PB meetings 1,2,3 and 4

- UNDP /Deloitte – Final Project Report – SDG Accelerator for SMES in BiH – December 2020

- UNDP Agenda 2030 for Sustainable Development in Bosnia and Herzegovina – Report on Multi-Stakeholder Consultations and Technical Analysis for Advancing Sustainable Development Goals – July 2018
- SDG Roll-out Support and Private Sector Engagement – Request for Project Cost Extension

- UNDP Bosnia and Herzegovina and the United Nations Sustainable Development Cooperation Framework 2021-2025 – A partnership for sustainable development

- UN Cooperation Framework for Bosnia and Herzegovina 2021-2025

- UNDP Country Programme Document for Bosnia and Herzegovina 2021-2025

- UNFPA Population Study in Bosnia and Herzegovina

- UNDP – Annex to the Annual Sustainability Report for 2019

- UNDP Project Progress Report – July 2018

- UNDP Project Progress Report 2019

- UNDP Project Progress Report 2020

- UNDP AWP 2020

- UNFPA Population Situation Analysis in Bosnia and Herzegovina

- UNDP – voluntary Review – Implementation of Agenda 2030 and the Sustainable Development Goals in Bosnia and Herzegovina - 2019

- UNDP Project Document Signed Version 2017

- UNDP The SDGs Framework in Bosnia and Herzegovina

- UNDP Project Document – Revised Version 2020

- UNDP Project Document revised 2019

- UNDP Project Document – Standard revision

- UNDP vent – Greening the Economy – Hybrid Event October 2021

- UNDP Project Logical Framework and Theory of Change

- UNDP CO BiH Gender Action Plan (2015-2019)

- UNDP Project Document – Translating the SDG Framework in Bosnia and Herzegovina into sustainable and inclusive growth