**Draft**

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**EVALUATION REPORT**

**UNDP Country Programme Action Plan (CPAP)**

**Bosnia and Herzegovina**

**(2010 – 2014)**

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Finally thanks are given to all the representatives of national partner stakeholders (see Annex 2) who were met in the context of the visits to Bihac and Banja Luka and meetings in Sarajevo with State, Entity and NGO authorities.

# List of acronyms and abbreviations

**AECI** Spanish International Cooperation Agency

**BCPR** Bureau for Conflict Prevention and Recovery (UNDP)

**BiH** Bosnia and Herzegovina

**BHMAC** Bosnia and Herzegovina Mine Action Center

**CCA** Common Country Assessment

**CDS** Country Development Strategy

**CEDAW** Convention on the Elimination of All Forms of Discrimination against Women

**CERD** International Convention on the Elimination of all Forms of Racial Discrimination

**CPAP** Country Programme Action Plan

**CRIA** Child Rights Impact Assessment

**CRC** Convention on the Rights of the Child

**CSO** Civil Society Organization

**DEP** Directorate for Economic Planning

**DEI** Directorate for EU Integration

**DGTF** Democratic Governance Trust Fund (UNDP)

**DHS** Demographic Health Survey

**DRR** Disaster Risk Reduction

**EBRD** European Bank for Reconstruction and Development

**EC** European Commission

**EIB** European Investment Bank

**ESSPROS** European System on Integrated Social Protection Statistics

**EU** European Union

**EUR** Euro

**FAO** Food and Agriculture Organization of the United Nations

**FBiH** Federation of Bosnia and Herzegovina

**GDP** Gross domestic product

**GEF** Global Environment Fund

**GFAP** General Framework Agreement for Peace

**IASCI** International Agency for Source Country Information

**IBFAN** International Baby Food Action Network

**ICESCR** International Covenant on Economic, Social and Cultural Rights

**ICCPR** International Covenant on Civil and Political Rights

**ICPAMW** International Convention on the Protection of All Migrant Workers

**IDP** Internally displaced persons

**IFAD** International Fund for Agriculture and Development

**IFC** International Finance Corporation

**IFI** International Financial Institutions

**ILO** International Labour Organization

**IMF** International Monetary Fund

**IOM** International Organization for Migration

**KM** Convertible Mark

**LFS** Labor Force Survey

**LSMS** Living Standard Measurement Survey

**MCA** Ministry of Civil Affairs

**MAFWM** Ministries of Agriculture, Forestry, and Water Management (Federal and RS)

**MDG** Millennium Development Goal

**MDG-F** UNDP-Spain MDGs Achievement Fund

**MET** Ministry of Environment and Tourism (FBiH),

**MSPCE** Ministry of Spatial Planning, Construction and Ecology (RS)

**MEA** Multi-lateral environment agreements

**MHRR** Ministry of Human Rights and Refugees

**MICS** Multiple Indicator Cluster Survey

**MIS** Management Information System

**MIPAA** Madrid International Plan of Action on Ageing

**MoFTER** Ministry of Foreign Trade and Economic Relations

**MTDS** Mid-Term Development Strategy

**MTEF** Mid-Term Expenditure Framework

**NAB** National Advisory Board

**NATO** North Atlantic Treaty Organisation

**NHDR** National Human Development Report

**NGO** Non-Governmental Organisation

**OHR** Office of the High Representative

**OSCE** Organization for Security and Cooperation in Europe

**PAR** Public Administration Reform

**PARCO** Public Administration Reform Coordinator’s Office

**PHI** Public Health Institute

**PIP** Public Investment Projects

**PPP** Public Private Partnership

**PRSP** Poverty Reduction Strategy Paper

**RRF** Results and Resources Framework

**RS** Republika Srpska

**SAA** Stabilization and Association Agreement

**SAC** Small Arms Control

**SALW** Small Arms and Light Weapons

**SIGMA** Support for Improvement in Governance and Management

**SIS** Social Inclusion Strategy

**SPIS** Social Protection and Inclusion Policy

**UN** United Nations

**UNCB** UN Convention on Biodiversity

**UNCDD** UN Convention on Desertification and land Degradation

**UNCT** United Nations Country Team

**UNDAF** United Nations Development Assistance Framework

**UNDG** United Nations Development Group

**UNDP** United Nations Development Programme

**UNFCC** UN Framework Convention on Climate Change

**UNGASS** United Nations General Assembly Special Session

**UNECE** United Nations Economic Commission for Europe

**UNEP** United Nations Environment Programme

**UNESCO** United Nations, Educational, Scientific and Cultural Organization

**UNFPA** United Nations Population Fund

**UN-HABITAT** United Nations Human Settlements Programme

**UNHCR** United Nations High Commissioner for Refugees

**UNICEF** United Nations Children’s Fund

**UNIDO** United Nations Industrial Development Organisation

**UNICTY** United Nations International Criminal Tribunal for the former Yugoslavia

**UNIFEM** United Nations Development Fund for Women[[1]](#footnote-1)

**UNISDR** United Nations International Strategy for Disaster Reduction

**UNTFHS** United Nations Trust Fund for Human Security

**UNV** United Nations Volunteers

**UN Women** United Nations entity for Women (check)

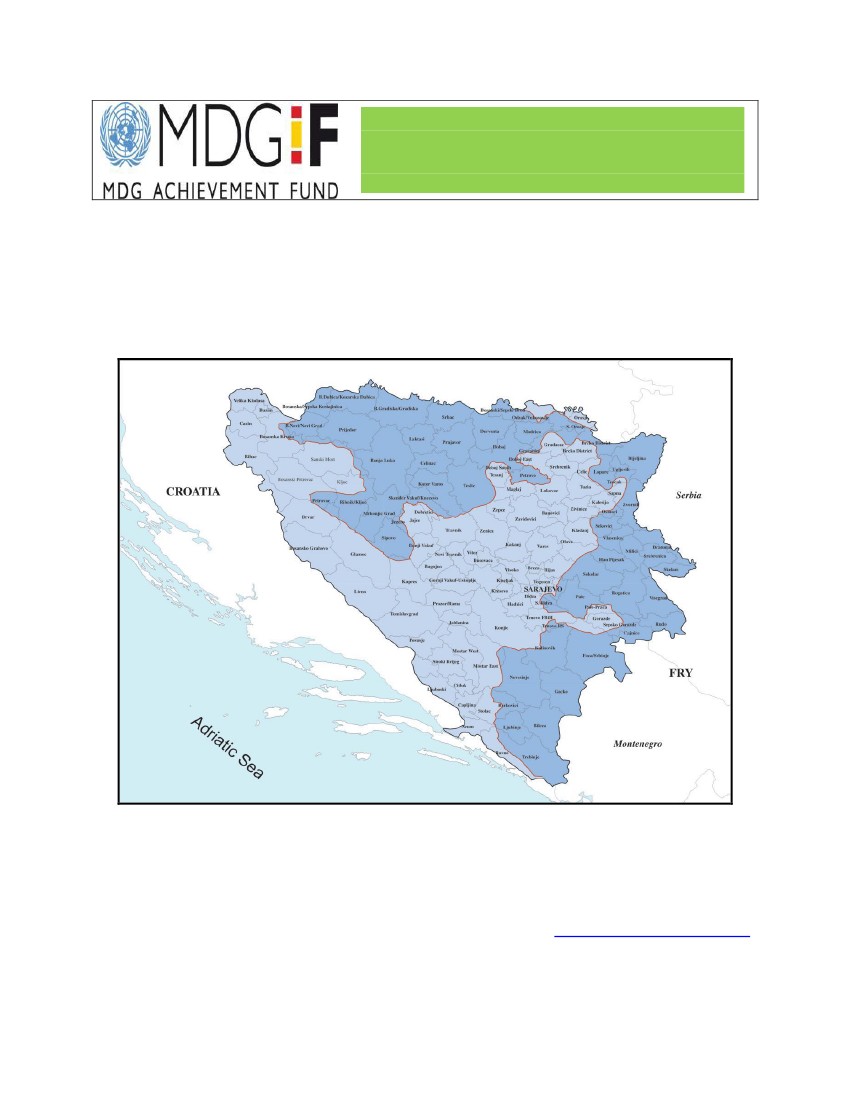
**USD** United States Dollar

**ILO** International Labour Organization

**WB** World Bank

**WHO** World Health Organization

# Map of Bosnia and Herzegovina



# EXECUTIVE SUMMARY

## Background – UNFAF and CPAP

An Evaluation was carried out in February-March 2013 of the UNDAF which assessed the extent to which UN system support, estimated at $181 million, had satisfied criteria for relevance, effectiveness, efficiency and sustainability as well as other criteria, during its first three years of implementation (2010 – 2013). Considering that UNDP support constitutes about 80% of total UN system resources (estimated approvals and commitments of $117.3 million to date) this evaluation was complemented by an Evaluation of the UNDP Country Programme Action Plan (CPAP) for the same period, which is the subject of the present report.

The UNDAF document envisaged UN system support in four main “Outcome areas” or areas of cooperation, namely 1) Democratic governance, 2) Social inclusion, 3) Environment and 4) Human security, which was broken down into 14 agency outcomes, 65 outputs and 237 indicators. UN agency support is meant to be closely aligned with UNDAF outcomes and outputs

UNDP support was broadly aligned with the above UNDAF outcomes and outputs except that support under Outcome 4 Human security was divided into twooutcomes, but as part of one programme component. relating to 4 Justice and human security and 5 Prevention of conflicts and crises. In 2012, these groupings were revised to (a) combine 1. Democratic Governance and 2 Social Inclusion into a single component of Democratic Governance and Social Inclusion (DG&SI), (b) establish a new component of Rural and Regional Development (RRD) which absorbed most of the projects under the former 2. Social inclusion programme area, and (c) combined components 4 Human security and 5. Prevention of crises and conflicts into 4. Human security and justice.

## Outline of the report

Chapter 1 Introduction, provides further background to the Evaluation, the Evaluation scope and questions to be addressed, Outcome evaluation specificities, and conduct of the evaluation, and the proposed methodology

Chapter 2 Review of the CPAP describes the design of the CPAP in terms of its alignment with the UNDAF, the cluster changes of project portfolios carried out since the beginning of the CPAP, the financial resources (Core and Non-Core) available to UNDP, and CPAP management and monitoring arrangements.

Chapter 3 Review of substantive reports, gives a description of the results achieved under each of the five programmatic areas, according to a common structure made up of the following:

* Outcome statement
* Box of Output indicators and targets;
* UNDP support in terms of a box showing UNDP supported projects and annualized expenditures (2012 – 2013) and budgets (pipeline earmarkings (2013 – 2014)
* Summary of results achieved which are derived from Progress, Final and Evaluation Reports of each project (See Annex 3). Where possible, attempts are made to summarize the substantive results achieved against RRF indicators and targets, but in many cases this is not possible due to the fact this information is not systematically documented in the above reports, or is difficult to determine from the information available.

For each programmatic area, broad Findings are given, coupled with Recommendations which are linked to the concerns of the terms of reference to:

1. Identify bottlenecks and entry points for improved implementation towards achieving CPAP outcomes;
2. Assess the contribution of UNDP to the development goals given in the CPAP according to the standard set of evaluation criteria of relevance, effectiveness, efficiency and sustainability;
3. Assess the extent to which CPAP Outcomes are being achieved and necessary actions to improve performance;
4. Improve the structure of outcome indicators.

Chapter 4 Findings, brings together the Findings given for each of the programmatic areas of chapter 3 and draws out some common themes;

Chapter 5 Recommendations, likewise, brings together the Recommendations given in chapter 3.

## Conclusions

The overall conclusions drawn from the evaluation are that:

1. UNDP has played a **significant role** in its support to UNDAF outcomes, far in excess of the limited scope of its own core resources, largely because it has managed to demonstrate effectiveness and efficiency in the use of resources which have been entrusted to it. The importance of UNDP’s role is reflected to some extent in the fact that it is responsible for the provision of about 65% of all UNDAF resources ($117.3 million spent or committed to date out of $181 million) (see Annex 5);
2. Its contributions have been highly **relevant** to addressing critical issues facing BiH in the areas of governance, social inclusion, regional and rural development, energy and environment, human security and justice and the prevention of crises and conflicts, and to the need to strengthen national capacity, reconciliation and good governance in the aftermath of the 1992 – 95 war;
3. The support provided by UNDP has been highly **effective** in producing results at both upstream and downstream levels in relation to the 17 outcomes of the four programmatic areas, particularly in the following areas:
4. Democratic governance

*UNDAF Outcome: Public sector reform through evidence-based policies and stakeholder participation (CP Outcomes 1.1 and 1.2)*

* Sectoral, regional, municipal planning, in relation to economic development and the environment; (CPAP outcome areas 1.1, 1.2 and 3.1)
* The use of ICT in developing access to services and information through the outworking of regional initiatives (e-See) through national projects for e-Governance, e-leadership and e-marginalised populations (particularly those with disabilities) (1.1);
* Strengthening local governance through collaboration between government and civil society (1.2);

1. Social inclusion

*UNDAF Outcome: Access to social, cultural and employment services for socially excluded and vulnerable groups.* (CP Outcomes 2.3)

* Regional recovery based on areas of high vulnerability and legacy from the war (Srebrenica, Canton 10), including through the electrification of housing for vulnerable returnees (2.1)
* The strengthening of coordination between UNDP-assisted and other UN-assisted projects through the decentralization of decision-making and the opening of UNDP regional offices (2.1);
* The restoration and expansion of economic activities through research into high value chains (VCE) and market opportunities (GIM) (2.1);
* Strengthening of community reconciliation, and cultural understanding through education;(2.2);
* Strengthening the employability of young people in search of jobs (2.2).

1. Environmental and energy management

*UNDAF Outcome Integration of environmental and energy concerns into development plans and sectoral priorities. (CP Outcome 3.1)*

* Capacity development and awareness-raising of the need to mainstream environmental governance issues in all areas of economic and social development (3.1);
* Biodiversity conservation through the balanced development of the Karst peatlands in Herzegovina (3.2);
* The promotion of energy efficiency to mitigate against and adapt to the consequences of climate change, through the introduction of biomass (wood-based) energy and improved combustion technology in public buildings (schools, hospitals, municipal buildings, etc.), as well as the exchange of carbon credits to stimulate investment in renewable energy, particularly hydro-power (3.3);
* Reporting on and compliance with international environmental agreements (3.4);
* Strengthening water utilities management in selected municipalities (3.5).

1. Human security
2. *UNDAF Outcome A. Access to justice, protection of human rights and gender equality (CP Outcvomes 1.3)*

* Strengthening capacity for transitional justice and access to justice by victims of war crimes, sexual and gender-based violence, including through witness support (4..1);

Strengthening capacity for the processing of war crimes (4.2)*UNDAF Outcome B. Crisis and conflict prevention through mitigation of risks (CP Outcome 4.1, 4.2,*

* Strengthening capacity of disaster risk reduction, and emergency response (5.1);
* Strengthening capacity for the control and management of small arms and light weapons, mine clearance, the disposal of surplus ammunition (5.2)
* The strengthening of capacity for the reduction of armed violence through community policing (5.3);
* The strengthening of border management (5.4);
* The coordination and management of HIV/AIDS prevention and control (5.5)
* The strengthening of Tuberculosis prevention and control through the use of the DOTS treatment.

1. UNDP has made major efforts to increase **efficiency** of its interventions through direct execution, as opposed to national execution, and through collaboration with other agencies in the context of joint initiatives and joint programmes/programming.

* With the regard to execution modalities, virtually all the 30 plus projects use the Direct Implementation Modality (DIM), in view of the practical challenges of execution through state, entity and municipal governments;
* With regards to joint programming, UNDP has played a major role in the implementation of the four successful MDG-F projects relating to Cultural understanding (UNDP, UNESCO;(2.2), Youth employability and retention (YERP) (UNDP, IOM, UNICEF, UNV); Environmental governance (UNDP, UNEP, UNESCO, FAO, UNV) (3.1) and Democratic Economic Governance for water utilities management (UNDP, UNICEF) (3.4). It has also been active in promoting joint initiatives in relation to combating violence against women (UNDP/UNFPA), armed violence prevention (UNDP, UN Women, UNFPA, UNICEF, UNV), energy efficiency (see Annex 4)
* UNDP’s implementation capacity, as well as its effectiveness and efficiency, has been recognised by donor partners which have agreed to channel significant amounts of funding as cost-sharing to complement the very limited TRAC resources. The sources of funding include UNDP Thematic Trust Funds (TTFs), BCPR, the GFTAM, MDG-F, GEF, government cost-sharing (national, entity and municipal), the European Union and bilateral sources (Japan, Netherlands,Norway, Sweden, Switzerland, UK/DFID, USA,totalling an average of $25 million annually (see table 10, chapter 4.4.2).

1. In terms of **sustainability**, UNDP has placed great emphasis on capacity development through the introduction of systems, mechanisms and tools in national institutions, as well as the training of national officials, in order to strengthen the possibilities of continuity on the completion of UNDP support.
2. With respect to the **“Additional questions** for the UNDP CPAP mid-term outcome evaluation” of:
   * To what extent are CPAP Outcomes being achieved and are there necessary actions to be taken prior to the end of the planning period (2014) in order to improve performance of UNDP in achieving these outcomes?
   * What are the recommendations for improvement of the structure of outcome indicators?” (see 2.3 below), these are addressed in the recommendations below.

## Recommendations

The following recommendations (see chapter 5) are given in relation to the four main points of the Terms of Reference:

1. **Bottlenecks and entry points**: *Identify bottlenecks and entry points for improved implementation towards achieving CPAP outcomes*;
2. Substantive priorities: UNDP should give increased attention to strengthening capacity for economic development and employment in the context of the Rural and Regional Development sector. In financial terms only one CPAP output (2.1) is devoted to economic development with four projects (SRRP, VCE, GIM, YERP) directly focused on this area, with total funding of $20.5million, all of which, except for SRRP were completed by 2013 (see Annex 5 Financial matrix, row 2.1 and 2.3). Considering the importance of creating sustainable incomes and employment, this should be an area of higher priority, and within UNDP’s mandate, with good possibilities for collaboration with agencies such as ILO, UNIDO, FAO, IFAD and the World Bank;

A similar recommendation for the UNDAF was made in the UNDAF Evaluation Report, while proposing a new outcome area for the next UNDAF for “Economic development and employment”.

1. Governance, policies and institutions::Continued support is required to address the needs in a pragmatic way, of governance at the state, entity, canton and municipal levels, and to try and harmonise policies, legislation, institutional capacity and approaches at each level.
2. CPAP management: In order to strengthen overall CPAP management, it is recommended that, if it does not exist already, a CPAP steering or management committee or Board, made up of the DRR and Sector Coordinators, and an M & E specialist and co-opted members, meet on a regular basis to aspects all aspects of CPAP implementation to review progress and operational issues, and to make recommendations in terms of policies, priorities, procedures and monitoring; Such a committee would help to identify and address any bottlenecks which emerge, and entry points for solutions;
3. CPAP Monitoring: In order to strengthen overall CPAP monitoring, and to facilitate cross-referencing, it is proposed that:
4. Reporting on UNDAF: Project reports should explicitly include a section on results achieved in relation UNDAF outcomes and outputs, and their corresponding indicators and targets. This section would be up-dated with each report.

This will help to ensure that project managements consciously seek to achieve UNDAF goals, and have a tool for including monitoring statements and traffic light ratings in reports which can then be used in annual CPAP reviews and Results Group monitoring. This exercise will no doubt reveal that UNDAF indicators may not be broad enough or relevant to UNDP project activities. This may therefore require a redefinition of UNDAF goals to respond to changing needs, and ensure that the UNDAF is a living document,

1. Reporting on CPAP: Likewise UNDP projects should explicitly refer to the relevant CPAP indicators (and numbers) and report on their contributions to their achievement.

This will also help project managements to align support to achieve these targets as well as report on results. As for the UNDAF, this may reveal inconsistencies between CPAP goals and project support, thereby requiring a possible broadening or redefinition of CPAP indicators or of project goals, on a continuing basis.

Annexes 5 and 6 provide suggested formats for strengthening substantive and financial monitoring of the CPAP, which should greatly

1. Monitoring and Evaluation Specialist: An M & E specialist should be appointed in order to ensure that CPAP monitoring is carried out effectively and efficiently and to up-date UNDP’s data base on a continuous basis.

This person would be a member of the UNDAF M & E Group and would play a key role in promoting common approaches and data bases, and ensuring that adequate documentation is in place for future UNDAF and UNDP reporting and reviews.

1. **Monitoring of evaluation criteria:** *Assess the contribution of UNDP to the development goals given in the CPAP according to the standard set of evaluation criteria of relevance, effectiveness, efficiency and sustainability;*

In order to ensure that all UNDP support complies with the four evaluation criteria of of relevance, effectiveness, efficiency and sustainability, Sector Coordinators and Project Managers should ensure that attention is given to these criteria at all time, and that reporting on them should be a standard requirement of all progress and annual reports.

This would help CPAP and UNDAF annual reporting, and the maintenance of a consistent data base.

1. **Achievement of CPAP outcomes:** *Assess the extent to which CPAP Outcomes are being achieved and necessary actions to improve performance;*

As mentioned above, the evaluation considers that good progress has been made towards the achievement of outcomes and outputs. But the absence an effective CPAP monitoring system which tracks the achievement of indicators and targets given in the RRF has not made it possible to establish a comprehensive picture of outcome or output achievement. Instead, the evaluation has had to rely on broad reviews of project final and evaluation reports, in which the information provided is not always comparable. The recommendations given under 1. and 2 above should be go some way to addressing this shortcoming.

1. **Revision of outcome indicators:** *Improve the structure of outcome indicators.*

A review of the indicators showed that while many were being addressed, many projects were carrying out activities whose indicators were not included in the CPAP RRF. There was therefore a disconnect between CPAP indicators and those included in project documents. While inevitably the RRF cannot cover all project activities, its use as a monitoring tool is severely limited since it is not broad enough to cover all areas.

It is recommended that the CPAP steering/management committee/board review this question, in conjunction with the proposed UNDP M & E specialist (and/or UNDAF Research, Development, Monitoring and Evaluation Specialist ) to revise the RRF in order to incorporate the same outcomes and output indicators as are given in project documents.

This would also require the inclusion of projects along the lines of Annex 5, so that the tools for achieving CPAP results, i.e. projects, are correctly placed in the RRF.

# INTRODUCTION

## 1.1 Background

The evaluation of the UNDP CPAP was envisaged as a complementary activity of the UNDAF evaluation which was carried out from 15 February – 30 March 2013, of which the draft report was submitted on 17 April 2013,. This was due to the fact that approximately. 80% of the UNDAF is UNDP related and over 80% of UNDAF stakeholders are also UNDP stakeholders.

The UNDP Country Programme (CP) was approved by the UNDP Executive Board in June 2009 and covers the period 1 January 2010 – 31 December 2014. A Country Programme Action Plan (CPAP) was developed as a tool to assist in the implementation of the CP and was signed by the Resident Representative, Mr Yuri Afanasiev and the Chairman of the Council of Ministers of Bosnia and Herzegovina, Mr Nikolo Spiric, on 20 May 2010.

The UNDP CP was designed to reflect proposed UNDP support for the achievement of selected components of the UNDAF in four main areas of cooperation, namely:

1) Transparent and accountable **democratic governance** that meets the requirements of the EU accession process, including evidence-based policy making; local governance; public administration reform; access to justice; gender equality; and civil society’s participation in policy-making mechanisms and processes.

**2) Social inclusion**, encompassing participatory policy development and implementation to ensure inclusive and quality basic social protection and employment services, with particular focus on access and participation of socially excluded and vulnerable groups.

**3) Environment**, including the strengthening of environmental management mechanisms to meet the EU accession and multilateral environmental agreements’ requirements; and, at the same time, supporting the development of capacities at the local level for natural resource management and sustainable development.

**4) Human Security**, particularly as it pertains to the threats posed by natural disasters, communicable diseases including HIV/AIDS and tuberculosis), landmines, small arms and light weapons and issues of migration.

In preparing the UNDP CPAP it was decided to formulate UNDP support in five main areas, which are directly compatible with the above four UNDAF areas of cooperation, namely:

UNDP has committed to 5 distinct outcomes in the area of Democratic Governance, Social Inclusion, Energy and Environment, Justice and Human Security as follows:

1) Democratic governance: Government at all levels modernizes public sector practices through public sector reform and bases policies on sound quantitative and qualitative analysis with full participation of relevant national stakeholders, including CSOs and academia;

2) Social inclusion: Government and local community institutions empowered to develop and implement policies for and ensure access to quality social, cultural and employment services for socially excluded and vulnerable groups so as to, with parallel contributions from the private sector and civil society, contribute to inclusive social and economic development.

3) Energy and environment: Strengthened national capacities to integrate environmental and energy concerns into development plans at all levels and systems for effective implementation of the sectoral priorities.

4) Human security: Relevant Institutions at all levels strengthen equal access to justice and the protection of human rights and gender equality values, and develop institutional mechanisms for dealing with the past.

5) Prevention of crisis and conflict: Strengthened national capacities to prevent crisis and conflict through development and implementation of national Strategies and Action plans for mitigation of risks, threat caused by communicable diseases, improved management of mine action and weapons control, prevention of armed violence and crime and integrated border management.[[2]](#footnote-2)

## 1.2 Evaluation Scope and questions

Annex 1 of the Terms of Reference (see Annex 1 below) envisaged that the “UNDP CPAP mid-term outcome evaluation should assist in identifying bottlenecks and/or critical entry points for improved implementation towards achieving Country Programme Action Plan outcomes” and that

“The contribution of the UNDP to the development goals as specified in the Country Programme Action Plan will be assessed according to a standard set of evaluation criteria:

* + **Relevance.** The extent to which the objectives of UNDP are consistent with country needs, national priorities, the country’s international and regional commitments.
  + **Effectiveness.** The extent to which the UNDP contributed to, or is likely to contribute to, the outcomes defined in the CPAP. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.
  + **Efficiency.** The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).
  + **Sustainability.** The extent to which the benefits from a development intervention have continued, or are likely to continue, after completion of intervention.[[3]](#footnote-3)

Furthermore, “Additional questions for the UNDP CPAP mid-term outcome evaluation are:

* + To what extent are CPAP Outcomes being achieved and are there necessary actions to be taken prior to the end of the planning period (2014) in order to improve performance of UNDP in achieving these outcomes?
  + What are the recommendations for improvement of the structure of outcome indicators?”

## 1.3 Outcome Evaluation specificities.

The following Evaluation Deliverables were envisaged in the Terms of Reference (Annex 1 Mid-Term Outcome Evaluation of UNDP CPAP 2010 – 2014)

- Draft sections for UNDP CPAP mid-term evaluation report

- Final mid-term outcome evaluation report for UNDP CPAP of no more than 20 pages including annexes.

**Note:** For UNDP CPAP the evaluator is foreseen to have a total of 7 days that should be split to cover for additional needs based on UNDP-specific requirements in the inception phase and for field visits and final report.

## 1.4 Conduct of the evaluation

In the light of the time allotted to the UNDAF (25 days) and UNDP CPAP (7 days) priority was given to the preparation of the UNDAF Evaluation Report. However, in the course of the evaluation mission, attention was paid to the collection and analysis of information which would contribute to both the UNDAF and UNDP CPAP evaluations. As a result, the mission met with a large number of UNDP staff and national stakeholders involved with UNDP-assisted project (see Annex 2 Persons met) and consulted as many reports on UNDP projects as could be obtained (see Annex 3 Documents consulted).

A first outline of the CPAP evaluation was prepared at the outset of the mission in order to clarify information needs. This was then amplified with information used in the UNDAF Report and up-dated in the light of felt needs for UNDP.

## 1.5 Methodology of the evaluation

As mentioned under 1.2 above, the Terms of Reference envisage that the evaluation should “*assist in identifying bottlenecks and/or critical entry points for improved implementation towards achieving CPAP outcomes”*.

However it also envisaged that “*the contribution of the development goals as specific in the CPAP according to a standard set of criteria relating to relevance, effectiveness, efficiency and sustainability.*

In the light of the limited time allocated to the CPAP evaluation and the findings and recommendations of the UNDAF evaluation, it is proposed to address these two areas of concerns, on the context of reviewing the state of implementation of the five CPAP programme components and their corresponding outcomes, outputs and inputs which are summarized in the Table below:

Table 1 UNDP CPAP - Outcomes, Outputs and Indicator

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Area of cooperation** | **No. of indicators** | **Outcomes** | **Summary statement** | **Outputs** | **Output level thematic areas** | **No. of indicators** |
| 1 | Democratic governance | 3 | 1 | Public sector reform | 1.1 | Strategic planning, policy and resources management: | 1 |
|  |  |  |  |  | 1.2 | Participatory local policy and planning: | 7 |
|  | Sub-total |  |  |  | 2 |  | 8 |
| 2 | Social inclusion | 1 | 2 | Access to social, cultural and employment services | 2.1 | Development planning: | 4 |
|  |  |  |  |  | 2.2 | Promotion of cross-cultural understanding: | 7 |
|  |  |  |  |  | 2.3 | Youth employability and employment |  |
|  | Sub-total |  |  |  | 2 |  | 11 |
| 3 | Energy and environment | 5 | 3 | Environmental and energy planning | 3.1 | Environmental planning,, management and services capacity | 5 |
|  |  |  |  |  | 3.2 | Biodiversity conservation | 2 |
|  |  |  |  |  | 3.3 | Climate change mitigation and adaptation | 5 |
|  |  |  |  |  | 3.4 | Response to international environmental obligations | 1 |
|  |  |  |  |  | 3.5 | Water utilities management: | 1 |
|  | Sub-total |  |  |  | 5 |  | 14 |
| 4 | Human security | 4 | 4 | Access to justice and protection of human rights. | 4.1 | Access to justice | 4 |
|  |  |  |  |  | 4.2 | War crimes processing | 3 |
|  | Sub-total |  |  |  | 2 |  | 7 |
| 5 | Prevention of crisis and conflict |  | 5 | Crisis and conflict prevention and management | 5.1 | Disaster risk manaement | 3 |
|  |  |  |  |  | 5.2 | Small arms and light weapons, mine action and elimination of risk | 3 |
|  |  |  |  |  | 5.3 | Community security and soldiers reintegration | 3 |
|  |  |  |  |  | 5.4 | Border management | 3 |
|  |  |  |  |  | 5.5 | HIV/AIDS management | 6 |
|  |  |  |  |  | 5.6 | Tuberculosis management: | 4 |
|  | Sub-total |  |  |  | 6 |  | 22 |
|  | Total |  |  |  | 17 |  | 62 |

Chapter 3 reviews each component in the light of the context of the output indicators and targets, the UNDP support approved in financial terms, and the results of each project as derived from project progress, Final or Evaluation Reports..

At the end of each programmatic area Findings are given based on a review of structures, resources, the evaluation criteria of relevance, effectiveness, efficiency and sustainability, support to UNDAF and CPAP outcomes, and management considerations, as appropriate.

These are followed by Recommendations, on actions to be taken prior to the end of the planning period (2014) in order to improve performance of UNDP in achieving these outcomes; to strengthen monitoring through improvement of the structure of outcome indicators; to identify and address bottlenecks and/or critical entry points for improved implementation towards achieving CPAP outcomes”, to strengthen support to UNDAF outcomes and outputs, and to review management arrangements in the in the light of UNDAF Evaluation Report.

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# 2. REVIEW OF CPAP

## 2.1 CPAP design

### 2.1.1 Alignment with UNDAF

(i) The CPAP is more or less aligned with the UNDAF in terms of its substantive areas of cooperation, at either the outcome or output level. The main difference is that the CPAP has chosen to (i) Place its support to Access to justice (4.1 and 4.2) under 4. Human security rather than under 1. Democratic governance, as in the UNDAF, and (ii) Group some of the components of the UNDAF Human Security group under a fifth area of Prevention and management of Crisis and Conflicts.

(ii) While there may be logic to the CPAP structuring, particularly since the UNDAF structuring is by no means ideal, not aligning the CPAP with the UNDAF in a systematic way may create difficulties in developing synergies between agencies in coordinating their support, as well as in monitoring agency support to the UNDAF. It also makes comparisons difficult between the first three years of the CPAP and UNDAF and the last two years.

Annex 4 UNDP CPAP Implementation and Financial Resources Matrix shows UNDP-assisted projects according to the relevant CPAP programme components and outputs, for which the totals are given in Table 2 below. These highlight some interesting trends in terms of substantive priorities, including:

1. **Democratic governance**

1.1 Support to planning

The relatively high proportion of resources devoted to planning and policy issues which in reality are distributed under the three programme components of 1. Democratic governance (1.1, $2.3 million), Social inclusion (2.1, $20.2 million) and Energy and Environment (3.1, $6.3 million) or a total of $28.8 million, or 22.1%.

1.2 Local development

The high proportion of resources devoted to 1.2 Participatory local policy and planning during the CPAP period ($20.6 million or 16.1%), largely due to the ILDP project ($6.5 million)[[4]](#footnote-4) and Local Democracy (LOD) (three phases) ($6.2 million) and the Municipal Training System (MTS)($1.2 million[[5]](#footnote-5)). It should be noted that these two projects have now been moved to the Rural and Regional Development sector for 2012, i.e to 2.1 Local economic development.[[6]](#footnote-6)

1. **Social inclusion**

2.1 Local economic development (see 1 (i) above where Srebrenica Regional Recovery Programme (SRRP) ($14.2 million)[[7]](#footnote-7) claims a large proportion of the resources.

2.3 Youth employment. While UN support to this area under the MDG-F joint project has been successful, one of the key needs identified during the evaluation is that of the need to generate jobs through economic stimulus, and to provide a stronger enabling environment to promote investment and services. Under the CPAP the main “economic” projects are the VCE and GIM ones ($2.4 million or 2% of the total) compared with YERP ($3.8 million). With this in mind, the UNDAF evaluation recommends the establishment in the next UNDAF of an area of “Economic development and employment”.

1. **Environment and energy**

The allocations to this sector of $12.8 million or 10.0% of the total would seem appropriate.

However, as argued in the Recommendations to the UNDAF Evaluation Report, it is suggested that 3. Environment be considered as a Cross-cutting theme in the next UNDAF and that environmental projects would be henceforth included under the appropriate results or thematic area (e.g. environmental governance and planning under Governance (planning and statistics), water and sanitation (under Social inclusion) , energy and climate change (under a proposed new area of “economic development and employment”.

1. **Human security**

The allocations to access to justice (4.1) and war crimes processing (4.2), totaling $4.6 million or 3.6%, would seem appropriate.

1. **Conflict and crisis prevention[[8]](#footnote-8)**

The inclusion of the two health-related projects for HIV/AIDS and Tuberculosis (DOTS) under this programme component, representing a total of $37.0 million (or 28.8%) is debatable firstly since HIV/AIDS and TB control would not seem to qualify as relating to “crises or conflicts”, secondly since their treatment would appear to be part of normal health services, and thus qualify under 2 2. Social inclusion. Neither of these HIV/AIDS or Tuberculosis control were included in either the CPAP or RRF document.

### 2.1.2 Cluster changes of project portfolios

A challenge for promoting consistent design and feasible monitoring resulted from the decision in 2012 to rearrange the clustering of UNDP support into five new clusters:

1) Governance and social inclusion, thus combining the UNDAF and UNDP outcome/programme components areas of 1. Governance and 2. Social inclusion;

2) The establishment of a new cluster “Rural and regional development”; which brings together certain projects in the CPAP (outcome areas 1 and 2, but is largely made of projects from the former 1.23) Energy and Environment remains the same, and is fully consistent with UNDAF Outcome area 3. Environment;

4) Human Security, which brings together 1) Access to justice and human rights, and 2) Prevention of crisis and conflict, as in the CPAP and RRF documents, although the numbering system is the source of confusion[[9]](#footnote-9)

The establishment of operational clusters which differ from the UNDAF outcome areas would appear to contribute to a situation where UNDP priorities predominate over UNDAF ones. As a result, the potential for confusion emerging as a result of the use of different terminology would appear high, thus making planning, coordination and monitoring unnecessarily challenging. At the least the same UNDAF terminology should have been used so as ensure consistency between the UNDAF and CPAP, and the use of a title such as “Rural and Regional Development” avoided. This would also assist programme managers to ensure support to both CPAP and UNDAF, and strengthen ownership of both.

## 2.2 UNDP resources

Table Distribution of CPAP resources by Programme Component (2010 - 2014)

Table Distribution of resources by Programme Component (%)

### 2.2.1 UNDP resources (TRAC and others)

UNDP re

### 2.2.2 Non-core resources (cost-sharing

## 2.3 CPAP management

The CPAP was managed by programme managers, under the responsibility of Cluster or Sector Heads, as shown in the table below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Programme N.** | **Programme** | **Name of Programme Manager** | **UNDP Component in CPAP** | **CPAP Outcome (Number)** |
| **Sector** | **Rural and Regional Development** | **Responsible: Adela Pozder-Cengic** |  |  |
| 1 | MTS (two phases) | Edis Arifagic | DG and SI | **1** |
| 2 | ILDP (two phases) | Marina Dimova | DG and SI | **1** |
| 3 | LOD (three phases) | Samir Omerefendic | DG and SI | **1** |
| 4 | Regional Development, Bihac | Slobodan Tadic |  | **-** |
| 5 | Regional Development, Banja Luka (with Vrbas project) | Goran Vukmir |  | **-** |
| 6 | Regional Development Mostar |  |  | **-** |
| 7 | Regional Development, Sarajevo |  |  | **-** |
| 8 | GIM | Sasa Sljepcevic | Social Inclusion | **2** |
| 9 | VCE | Ismar Ceremida | Social Inclusion | **2** |
| 10 | SRRP | Alex Prieto | Social Inclusion | **2** |
| 11 | EAAR | Tatjana Pologos Velickovic | Social Inclusion | **2** |
| **Sector** | **DG/SI** | **Responsible: Armin Sirco** |  |  |
| 8 | HIV/Aids | Nesad Seremet | Human Security | **5** |
| 9 | TB | Jasmina Islambegovic | Human Security | **5** |
| 10 | MDGF CULTURE | Renata Radeka | Social Inclusion | **2** |
| 11 | MDGF YERP | Katarina Vlajcic Crnjanski | Social Inclusion | **2** |
| 12 | ICT | Nera Morin Divan | Social Inclusion | **2** |
| 13 | SPPD (closed) | Armin Sirco | Democratic Governance | **1** |
| 14 | Roma | Amrin Sirco | Social Inclusion | **2** |
| **Sector** | **Environment** | **Responsible: Sanjin Avdic** |  |  |
| 15 | MDG F Environment | Sinisa Rodic | Energy and Environment | **3** |
| 16 | KARST | Amila Selmanagic Bajrovic | Energy and Environment | **3** |
| 17 | Biomass for employment | Amila Selmanagic Bajrovic | Energy and Environment | **3** |
| 18 | MDGF Economic Governance – Water Utilities | Igor Palandzic | Energy and Environment | **3** |
| 19 | Climate Change (Second National Communication to UNFCC | Raduska Cupac | Energy and Environment | **3** |
| 20 | PIMS | Raduska Cupac | Energy and Environment | **3** |
| **Sector** | **Justice and Human Security** | **Responsible: Amela Cosovic- Medic** |  |  |
| 21 | Access to Justice/Transitional Justice | Sanela Paripovic | Human Security | **4** |
| 22 | CD to process war-crimes cases | Amela Cosovic-Medic | Human Security | **4** |
| 23 | SAARP | Jasmin Porobic | Human Security | **5** |
| 24 | CVAW | Jasmin Porobic | Human Security | **5** |
| 25 | Armed violence prevention | Jasmin Porobic | Human Security | **5** |

Table Programme responsibilities by sector or cluster

## 2.4 CPAP monitoring

The table below identifies the number of indicators for each of original five Programme Components (24), their corresponding UNDAF references, the total output areas (17) and their indicators (62)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **UNDP CPAP – Outcomes, outputs, indicators** | | | | | | | |
|  | **Programme components** | **No. of indicators** | **Relevant UNDAF references** | **Summary statement** | **Outputs** |  | **Indicators** | |
| 1 | Democratic governance | 6 | 1.2.11 | Public sector reform | 1.1 | Strategic planning, policy and resources management: | 1 | |
|  |  |  | 1.2.3 |  | 1.2 | Participatory local policy and planning: | 7 | |
|  | Sub-total | 6 |  |  | 2 |  | 8 | |
| 2 | Social inclusion | 4 | 2.1 | Access to social, cultural and employment services | 2.1 | Development planning: | 4 | |
|  |  |  | 2.1.4 |  | 2.2 | Promotion of cross-cultural understanding: | 7 | |
|  |  |  | 2.3.6 |  | 2.3 | Youth employment |  | |
|  | Sub-total | 4 |  |  | 2 |  | 11 | |
| 3 | Energy and environment | 5 | 3..1.1, 3.1.2, 3.1.3 | Environmental and energy planning | 3.1 | Environmental planning,, management and services capacity | 5 | |
|  |  |  | 3.2.3 |  | 3.2 | Biodiversity conservation | 2 | |
|  |  |  | 3.2.1, 3.2.4 |  | 3.3 | Climate change mitigation and adaptation | 5 | |
|  |  |  | 3.2.5 |  | 3.4 | Response to international environmental obligations | 1 | |
|  |  |  | 3.2.3 |  | 3.5 | Water utilities management: | 1 | |
|  | Sub-total | 5 |  |  | 5 |  | 14 | |
| 4 | Human security | 4 | 1.3 | Access to justice and protection of human rights. | 4.1 | Access to justice | 4 | |
|  |  |  | 1.3.2 |  | 4.2 | War crimes processing | 3 | |
|  | Sub-total | 4 |  |  | 2 |  | 7 | |
| 5 | Prevention of crisis and conflict | 5 | 4.1.54 | Crisis and conflict prevention and management | 5.1 | Disaster risk management | 3 | |
|  |  |  | 4.2.1 |  | 5.2 | Small arms and light weapons, mine action and elimination of risk | 3 | |
|  |  |  | 4.2.2 |  | 5.3 | Community security and soldiers reintegration | 3 | |
|  |  |  | 4.3 |  | 5.4 | Border management | 3 | |
|  |  |  | 4.1.2, 4.1.3 |  | 5.5 | HIV/AIDS management | 6 | |
|  |  |  | 4.1.2 |  | 5.6 | Tuberculosis management: | 4 | |
|  | Sub-total | 5 |  |  | 6 |  | 22 | |
|  | Total | 24 |  |  | 17 |  | 62 | |

**Table 5 UNDP CPAP structure, in relation to UNDAF, giving numbers of outcomes, outputs and indicators**

A systematic CPAP monitoring process should assess the extent to which the planned outputs had been achieved according to their corresponding indicators, with traffic light ratings given in the same way as for the UNDAF. This process has not been carried out but should be given priority so that by the end of the CPAP period a full internal assessment has been carried out by each of the relevant sectors, with an an analysis of lessons learned.

## 3. REVIEW OF SUBSTANTIVE RESULTS

This chapter presents observations on each of the five CPAP outcome areas, and their respective output-based sub-areas. They are followed by Findings and Recommendations both in relation to the CPAP per se but more importantly regarding UNDP’s role in the preparation and implementation of the next UNDAF.

Due to limited time and information available, the observations necessarily are brief and sometimes impressionistic, but are based on final and evaluation reports on each project, where available.

## 3.1 DEMOCRATIC GOVERNANCE

|  |
| --- |
| **UNDAF Outcomes 1. DEMOCRATIC GOVERNANCE:**  By the end of 2014, Government with participation of civil society implements practices for more transparent and accountable governance and meets the requirements of the EU Accession process;  Outcome 1.1 Government at all levels is able to base policies on quantitative and qualitative analysis of disaggregated data, policy assessments and reviews, with focused attention on socially excluded groups and migrant populations;  Outcome 1.2 Government at all levels modernizes public sector practices through public administration reform and promotion of social dialogue between government , workers/’; and employers’ organizations and public private partnerships for urban and rural development;  Outcome 1.3 Respective government institutions at all levels strengthen equal access to justice and the protection and promotion of human rights, and develop institutional mechanisms for dealing with the past;  Outcome 1.4 Citizens and civil society representatives actively participate in policy design, decision-making, public debate and advocate for enhanced democratic governance and state-citizen |
| **UNDP Programme Component: 1.DTIC GOVERNANCE**  - Fostering inclusive participation  - Strengthening accountable and responsive institutions | |
| **Expected Outcomes 1.** Government at all levels modernizes public sector practices through public sector reform and bases policies on sound quantitative and qualitative analysis with full participation of relevant national stakeholders, including CSOs and academia. | |
| **Indicator 1:** Number of strategies and policies developed and implemented on participatory way, including males and females, on all levels of the BiH government (**B**: 0 (composite index 1), **T**: 8 (composite index 5) | |
| **Indicator 2:** Number of municipalities developed local strategic plans (economic development, environmental, cultural, social…) using wide consultation process with diverse groups of citizens, both male and female, private sector and CSO organizations (**B**: in 5% BiH municipalities (composite index 1),**T**: in more than 30% of BiH municipalities (composite index 4) | |
| **Indicator 3:** Percentage of population, both women and men, satisfied with particular services (disaggregated to ensure equality of access- sex, ethnic origin, disability conditions or any other relevant criteria in the locality), (**B:** 10%, **T**: 30% (both, women and men) | |
| **Indicator 4:** Extent to which there are government performance standards and systems of measurement.(**B:** 0 (composite index 1), **T**: in 30% of municipalities (composite index 4) | |

CPAP Outcome: 1.Government at all levels modernizes public sector practices through public sector reform and bases policies on sound quantitative and qualitative analysis with full participation of relevant national stakeholders, including CSOs and academia**.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **1. DEMOCRATIC GOVERNANCE** |  |  |  |  |  |  |  |
|  | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** | **%** |
| 1.1. Strategic planning, policy and resources management. | 1,418 | 815 | 197 | 91 | 0 | 2,521 | 15.2 |
| 1.2. Participatory local policy and planning. | 2,910 | 3,491 | 1,765 | 5508 | 418 | 14,092 | 84.8 |
| **1. Democratic Governance** | **4,328** | **4,306** | **1,962** | **5,599** | **418** | **16,613** | **100.0** |

### 3.1.1 Strategic planning, policy and resources management.

*Government at the State and Entity levels has human and technical (e-governance) resources, and procedures for strategic planning, policy development and resources management to ensure better delivery of public services supporting Public Administration Reform Strategy implementation.*

1. **Strategic Planning and Policy Development (SPPD) (59268 and 79780)**

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 1.1.** Government at the State and Entity levels has human and technical (e-governance) resources, and procedures for strategic planning, policy development and resources management to ensure better delivery of public services supporting Public Administration Reform Strategy implementation |
| **Indicator 1.1.a***:* Human and procedural capacities for strategic planning and policy development in the State and Entity ministries increased. |
| ***Baseline*:** SIGMA 2008 Reports on the lack of capacities for policy making and coordination in BIH. |
| ***Target 2010:*** Internal procedures for strategic planning and policy development created and finalized in at least 8 ministries within 3 sectors (Energy, Transport, Labor and Employment) and at least 30 civil servants develop strategic planning and policy development skills (minimum participation of 30% of other sex). |
| ***Target 2011***: Internal procedures for strategic planning and policy development created and finalized in at least 9 ministries within 3 sectors (Agriculture, Social Protection and SMSs) and at least 30 civil servants develop strategic planning and policy development skills (minimum participation of 30% of other sex). |
| ***Target 2012 – 2014:*** Internal procedures for strategic planning and policy development created and finalized in at least 80% of ministries within 6 sectors and at least 40 civil servants develop strategic planning and policy development skills (minimum participation of 30% of other sex) |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Project title** | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** |
| 59268 | Strategic Planning and Policy Development (SPPD)I | 1,128 | 449 |  |  |  | 1,577 |
| 79780 | Strategic Planning and Policy Development (SPPD - GOV C-S) |  | 182 | 86 |  |  | 268 |
|  | S-T SPPD | 1,128 | 631 | 86 | 0 | 0 | 1,845 |

**Results achieved**

Reform of Public Administration is one of the six key priorities from the European Partnership. Only a country with well structured and capable public administration can successfully implement the Acquis. This is why efficient public administration has been one of key eligibility criteria for joining the European Union, since 1995 known as the so-called “Madrid Criteria”

The overall objective of the Strategic Planning and Policy Development (SPPD) Programme was to strengthen the capacity of the State and Entity governments in Bosnia and Herzegovina (BiH) in carrying out three main functions: (i) strategic planning, (ii) policy development, and (iii) public finance management in line-ministries, implemented over 2.5 years.

SPPD was designed to offer short problem-solving training followed up with on-the-job mentoring to help civil servants apply their new skills. To achieve sustainable results the SPPD activities were linked to the work contributing to the ongoing budget planning and strategic process.

This was to be carried out through a series of in-service workshops and mentoring of government officials within their respective ministries. The mid-term evaluation mission report[[10]](#footnote-10) concluded that while for all three components, achieving the results themselves was beyond the project mandate since the results consisted in documents produced by the partner ministries, the project made a significant impact in the improvement of budget submissions, as recognised by the ministries of finance, at both state and entity level. This was a result of the support of the public finance component, but also of the strategic planning one. Policy development was the component where it was least probable that the stated results will be achieved, in the short-term.

Findings: The SPPD projects were in line with the CPAP indicators and helped to establish internal procedures for strategic planning and policy development in selected target ministries[[11]](#footnote-11) and to train civil servants. According to the Mid-Term Evaluation[[12]](#footnote-12) the project has “overall followed the planned implementation schedules. The ambitious goal of starting with 3 sectors i.e. 3 ministries per government (a total of 9 ministries (3 RS, 3 FBiH, 3 state)) and after 12 month another 3 sectors were added, which meant in practice 4 new ministries, in total 13, has been kept up.” The outputs or deliverable of the project consists to a large extent of workshops within the three areas, mentoring of the ministries involved on concrete activities in the three areas, development of handbooks and manuals, and institutional advice in how to set up the internal structures for strategic planning in the future. No statistics of numbers of civil servants trained are given in the MTE report.

**Recommendations**

The UNDP Governance and Social Inclusion sector should review the 2010 Annual Report[[13]](#footnote-13) and Mid-Term Evaluation, and others in order to obtain a fuller appraisal of the extent to which indicator targets have been achieved, and to confirm the traffic light ratings.

**1.2 E-Governance**

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 1.1.** Government at the State and Entity levels has human and technical (e-governance) resources, and procedures for strategic planning, policy development and resources management to ensure better delivery of public services supporting Public Administration Reform Strategy implementation |
| **Indicator 1.1.b:**The level of Information Society development in Bosnia and Herzegovina increased and aligned with the Acquis |
| ***Baseline:*** e-Leadership Assessment report reveals low degree of information society development in BIH in comparison to South Eastern Europe region, including legislative, service and institutional level of development |
| ***Target 2010:*** Implementation of e-SEE Agenda+ as regional information society action plan increased in Bosnia and Herzegovina by 20% |
| ***Target 2011:*** 50% of e-SEE Agenda+ implemented. At least 3 EU compliant Laws/Strategies aimed at creating enabling environment for  the Information Society in Bosnia and Herzegovina adopted (PKI and related e-Signature Legislation, Law on e-Commerce, Law on e-Document) |
| ***Target 2012 – 2014:*** 80% of e-SEE Agenda+ implemented. Recorded increase in SEE region in Modernization of the way Government does business; Introducing new Government e-services  to citizens and businesses and increasing their interactivity level; Overall increase in Acquis compliance in ICT area. |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Project title** | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** |
| 59647 | e-Leadership in the Western Balkans | 165 | 144 |  |  |  | 309 |
| 70179 | e-Governance & ICT Usage | 125 |  |  |  |  | 125 |
| 78470 | Empowering marginalised groups in e-Governance: Affordable access, effective use |  | 40 | 111 | 91 |  | 242 |
|  | S-T 1.1b | 290 | 184 | 111 | 91 | 0 | 676 |
|  | *Sub-total 1.1* | *1,418* | *815* | *197* | *91* | *0* | *2,521* |

**Results achieved**

UNDP supports three national e-governance projects which derive from the regional e-SEE initiative to strengthen the information society in the Western Balkans. These include:

1. **e-Leadership in the Western Balkans (59647)**

|  |
| --- |
| *Outcome: Strengthen capacities of e-Leaders in SEE - cooperation and exchange among them- to effectively lead the process of institutional, policy, and legislative reforms in the area of Information Society, in line with the Acquis compliance and EU Integration process.* |

The e-Leadership Programme is a joint regional e-Governance initiative of UNDP and the Government of Italy in SEE, aiming to promote the concept of Good Governance through wider and deeper use of ICT. The Programme involves nine countries in the Western Balkans area, namely Albania, Bosnia and Herzegovina, Croatia, Macedonia, Moldova, Montenegro, Serbia, Romania, and Kosovo. E-Leadership Programme comes from within a context of e-Government for Development Thematic Trust Fund. The programme was implemented from 2008 through 2011. It involved the implementation of three broad working packages: e-Capacity, e-Democracy and e-Networking.

The e-Capacity package consisted of the following components: preparation of regional e-Governance Guidelines and e-Governance Best Practice Sourcebook, preparation of self-learning course on e-Governance, organising training and advisory missions.

The e-Democracy package mapped out awareness levels on e-Participation, e-Inclusion, e-Transparency, collected existing case studies, organized the Regional e-Democracy Awareness Raising Workshop, elaborated country-specific recommendations.

In the framework of the third package, e-Networking an interactive SEE web portal was lunched, awareness raising campaigns raised and synergies with the e-SEE Initiative ensured.

Work packages constituted the main implementation tool of producing the project outputs which corresponded to the project’s respective immediate objectives. The work package activities were mutually inter-linked during the implementation process when results of one work package provide inputs to the other two.

Among the project’s Outcomes and Outputs, the e-Leadership Project introduced a series of important innovations to enable the region of South Eastern Europe to capitalize on the benefits of using ICT in the governance processes in its effort in reaching the project outcome (see box above).

Among the project’s achievements should be mentioned the following[[14]](#footnote-14):

a.) Supported the implementation of e-SEE Agenda Plus 2007-2014, the regional action plan for Information society development, signed by the ICT Ministers of participating countries;

b.) Promoted the concept of Good Governance through wider and deeper use of ICT;

c.) Contributed to developing regional systems compatible with European systems, standards, and plans;

d.) Made the fullest possible use of the emerging technologies, the abundant and underutilized human capital present in the region, with optimal orientation towards sustainable economic development;

e.) Encouraged exploitation of the possibilities of ICT for cutting through red tape, add to simplifying administration, and making government services accessible and transparent to both the public and business;

f.) Nurtured a pool of e-Leaders who will champion the use of ICT in the Public Administration.The e-Leaders identified and implemented concrete initiatives, with the goal to promote public administration reform and reduce the "digital divide";

g.) Provided training opportunities for central and municipal government officials in latest e- Government knowledge at public administration;

h.) Raised awareness and understanding about e-Democracy, including the use of ICT in Government transparency, participatory democracy and social and economic inclusion;

i.) Provided the Internet based Best Practice Exchange and transfer Mechanism, created to ensure update and sharing of e-Government innovations and a platform for virtual networking among e-Government educators, ICT professionals, and other e-Leaders.

j.) The project worked along with Governments to assume availability of adequate resources and aimed at efficient and effective deployment of ICTs for inclusive social objectives: By endorsing e-SEE Agenda+, Governments agreed in its priority area C to establish Inclusive Information Society: to foster equal access to technology and equal opportunities and to adopt the national Action Plans for e-Accessibility.

1. **e-Governance & ICT usage report (70179)**

Indicator 1.1b in the CPA envisages “The level of Information Society development in BiH increased and aligned with the Acquis.

The current scarcity of data and records on information society developments in SEE provided the justification for the establishment of regular benchmarking processes in the area of eGovernance and ICT in general. Therefore, the provision of comparative analysis on the current status of the ICT sector and the implementation of eGovernance strategies in South Eastern Europe has become an imperative.

UNDP has been the key supporting organisation for the Electronic South Eastern Europe (eSEE) Initiative of the Stability Pact for SEE) since its formative stages in early 2002 when the UNDP office in Bosnia and Herzegovina became host to the eSEE Secretariat, the regional knowledge hub and information resource centre, which acts as an executive arm of the eSEE Initiative. A close partnership has been built with the Headquarters of the European Commission (DGINFSO) in light of the work of the eSEE Initiative on aligning national ICT actions with the Lisbon Agenda8 and the implementation of requirements pertinent to the EU accession agenda for the SEE region. Counterparts of the eSEE Initiative therefore enjoy the strong support of the EC via its in-kind provision of expertise, technical assistance and political support.

While the focus of the first generation activities of the eSEE Agenda primarily focused on the formulation of ICT strategies and corresponding eLegislation9 the second generation, articulated through the eSEE Agenda Plus, calls for more elaborate action, such as the formulation of an eGovernance strategic framework and the implementation of the agreed basic set of eServices10. The aim is to contribute towards increasing democratic governance.

The project’s first ICT Sector Status and Usage Report for SEE: Building Information Society for All, led and funded by the UNDP BiH Country Office in cooperation with UNDP Country Offices in the SEE region and UNV in 2003-2004, provided the first ever comparative overview of the ICT sector its policies and usage in the SEE region. Its second report, created with the support of the UNDP Democratic Governance Thematic ICT Trust Fund, provided an insight into the current status in the region for 2009 and addresses questions that arose through gender analysis and gender planning.

1. **Empowering marginalized groups in e-Governance: Affordable access, effective use. (78470)**

The project was part of a sub-regional SEE initiative in nine countries (see 4.1.1 above) to assist in the implementation of the UN Convention for the Rights of Persons with Disabilities by encouraging national line ministries responsible for the Information Society to develop e-Accessibility Action Plans in each country. These plans would enable people with disabilities to access ICT facilities and thereby provide them with increased opportunities for life and work, particularly those in poor and marginalized communities [[15]](#footnote-15)

1. **e-Accessibility prioritized**: e-Accessibility is now a priority in the government’s agenda for the next five years (Tirana Ministerial Declaration endorsed).
2. **Evaluation and assessment:** The first [Assessment on e-Accessibility](http://issuu.com/undp_in_europe_cis/docs/eaccessibility/61) was conducted to provide the baseline, mapping and analysis of e-Accessibility actions, and to provide recommendations vis-à-vis the EU accession process and the UNCRPD.
3. **ICT and eAccessibility capacity building:** 400 professionals from 247 key institutions in nine South Eastern European countries were consulted and trained in using modern technologies to improve the situation of persons with disabilities and other marginalized groups.
4. **All 22 state level government websites in BiH:** are in the process of being fully WCAG 2.0 compliant, or accessible for a wide range of persons with disabilities and the elderly,according to the request of UNCRPD
5. **Database of assistive technologies and directory of aid**: The first [regional database of assistive technologies](http://dat-see.com/) was created so that people with disabilities can find out about types of assistive technologies, their availability and cost..
6. **Educational software**: The first [Bosnian-language educational software](http://eseeinitiative.org/lefca)was developed, tested and applied in schools for children with autism.
7. **Persons with disabilities portal**: launched to provide access to all relevant legislation and information on human rights mechanisms in an easy-to-read format.
8. **Website for visually impaired**: The first regional [website for visually impaired people](http://www.infoservis.ba/) was created.
9. **Campaign to give disabled people a voice:**

### 3.1.2 Participatory local policy and planning.

*Local governments and civil society have capacity and manage participatory, accountable and integrated policy development, implementation and review.*

*(Corresponding UNDAF Output 1.2.3 Municipal government and civil society have increased knowledge and skills to conduct participatory and accountable, integrated policy design and to engage in implementation, monitoring and evaluation of strategic plans and projects with a view to improved local services for all in line with EU Accessions requirements.)*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 1.2.** Local governments and civil society have capacity and manage participatory, accountable and integrated policy development, implementation and review. |
| **Indicator 1.2.a:**Number of municipalities institutionalized cooperation with CSO sector (signed agreements on relations between local authorities and CSOs) |
| ***Baseline****:* Lack of recognition of CSOs, specific rules, and transparent procedures that would reduce abusing and/or improper distribution of assets. Absence of a principle of strong partnership between CSOs and local authorities (municipalities). |
| ***Target 2010*:** 10 municipalities and 10 CSOs |
| ***Target: 2011*:** 10 municipalities and 10 CSOs |
| ***Target: 2012******– 2014***: 30 municipalities and 30 CSOs |
| **Indicator 1.2.b:** Number of generated transparent financing mechanisms foreseen for CSOs for improved gender sensitive service delivery. |
| ***Baseline:*** Lack of transparent financing mechanism for CSO activities in BiH , and criteria for transparent budget allocations for project-based activities (public calls for transparent funds disbursements based on principles of inclusion, gender equality and participatory approach). |
| ***Target 2010* :** 10 |
| ***Target 2011*:** 10 |
| ***Target 2012 – 2014*:** 30 |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Project** | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** |
| 63549 | Local Democracy I | 1,425 |  |  |  |  | 1425 |
| 73009 | Local Democracy II | 66 | 1,636 | 672 |  |  | 2374 |
| 83030 | Local Democracy III (moved to Outcome 2))[[16]](#footnote-16) |  |  | 204 | 1,777 | 418 | 2399 |
|  | *S-T LOD* | *1,491* | *1,636* | *876* | *1,777* | *418* | *6,198* |

**Results achieved**

**1) Reinforcement of Local Democracy (LOD I, II and III)** [[17]](#footnote-17)

UNDP has supported three phases of the LOD project (63549, 73009 and 83030). The first two phases were included under the Governance sector while the third one is now included in the Rural and Regional Development sector. These three phases assisted in

1) Facilitating permanent partnerships between CSOs and local authorities by building awareness on a mutual beneficial cooperation and encouraging sustainable dialogue.

2) Generating unified and transparent mechanisms for disbursing municipal funds foreseen for CSO project-based activities in accordance with local service needs, and identified priorities; and to ensure a sustainable source of funding through a municipal budget line for financing CSO projects; and

3)Encouraging CSOs to specialize/professionalize their activities by adopting a longer-term planning perspective and becoming more responsive to local needs and less dependent on current donor priorities.

**2) Integrated Local Development Pproject (ILDP)**

UNDP support has supported the process of participatory local policy and planning through two projects:

1. Integrated Local Development Project (ILDP ) (58481) (Phase I) (2008 – 2011 (of which $2.0 million, 2010 – 2011)
2. Integrated Local Development Project (ILDP) (82160), Phase II (2/2012 – 6/2015) ($ 4.4 million for 2012 – 2013 out of budget of $5.2 million from Swiss Agency for Development and Cooperation ($4.8 million) and UNDP ($0.35 million

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 1.2.** Local governments and civil society have capacity and manage participatory, accountable and integrated policy development, implementation and review. |
| **Indicator 1.2.c:**A unified approach to local development planning in BiH is developed and institutionally anchored, enabling a systematic, integrated and socially inclusive development planning country-wide. |
| ***Baseline:*** A systematic approach to local planning and strategy implementation of local development strategies in BiH has not been accepted either formally or informally, whereas local strategies elaboration is chaotic, vertically isolated from the overall planning system of BiH and lacks real implementation. |
| ***Target 2010:***A unified local development planning methodology for BiH is developed and recognized by relevant institutional partners. |
| ***Target 2011****:* A unified local development planning methodology for BiH is institutionally anchored. |
| ***Target 2012-2014****:* Relevant national stakeholders at all government levels are incapacitated to apply in practice the unified approach to local development planning. |
| **Indicator 1.2.d:**Number of municipalities incapacitated and applying in practice integrated and socially inclusive local strategic planning |
| ***Baseline*:** BiH municipalities do not apply an integrated approach to local strategic planning and have scarce organizational and human capacities to manage local development planning, while local civil society has no effective involvement in the local planning and development policy-making. |
| ***Target 2010:***24 partner municipalities including at least 24 CSOs |
| ***Target 2011:*** 20 partner municipalities including at least 20 CSOs |
| ***Target 2012 - 2014***: 50 partner municipalities including at least 50 CSOs |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 58481 | Integrated Local Development Project (ILDP) | 937 | 1,132 |  |  |  | 2069 |
| 82160 | [Integrated Local Development Project (ILDP)](http://www.undp.ba/index.aspx?PID=21&RID=57) |  |  | 856 | 3,587 |  | 4443 |
| 84111 | Local Governance III - GOV (should be ILDP instead of in Outcome 2) |  |  |  | 144 |  | 144 |
|  | *S-T Indicator 1.2.c* | *937* | *1,132* | *856* | *3,731* | *0* | *6,656* |

**Results achieved**

The two phases of the **Integrated Local Development Project (ILDP)(38481 and 82160)** have supported local governments and their communities to create integrated local development strategies by bringing together the resources and knowledge of local stakeholders. While taking into account the driving role of local governments and recognising the indigenous social, economic, cultural and environmental aspects of each locality, the project places a central focus on ensuring that strategic planning and financial frameworks of higher government levels are responsive to local development needs. Importantly, the ILDP supports effective implementation of local development strategies via strengthening local government’s policy delivery capacities, transforming local priorities into concrete development initiatives and encouraging community-led development. More importantly, the project attempted to systematize local development planning and contributed to introducing of a standardized methodology for integrated local development planning in BiH.

Phase I worked on designing a standardized methodology for local development planning in BiH and assisted 24 local governments (out of a total of 144, including Brcko District) to prepare their integrated and inclusive local development strategies. The methodology was adopted by both entities and local government associations and recommended for application to all local governments. Phase II extended the number of assisted municipalities to the total of 40 and two Cantons. Through its assistance to the operationalization and implementation of local development strategies, ILDP provides support to the establishment of local development management units within local government administrations ensures linkages between strategies/operational plans and local government budgets, strengthen project management capacities, as well as monitoring and evaluation of development. The project also works on enhancing vertical integration of local development planning within the higher governments’ development planning, financial and public investment frameworks. The project cooperated with other relevant initiatives that covered some aspects of local development planning, trying to provide a platform for integrated and comprehensive assistance provided to local governments (UNICEF, UNDP (SALW), Municipal Training System Project (MTS) (58290)

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 1.2.** Local governments and civil society have capacity and manage participatory, accountable and integrated policy development, implementation and review. |
| **Indicator 1.2.e:**Strategies for training of LSGUs[[18]](#footnote-18) developed in participatory way and implemented in both entities; |
| ***Baseline*:** There are no strategies for training of LSGUs on any level of government developed. The regulatory framework for training and capacity building is inadequate |
| ***Target 2010***: 2 strategies on training of LSGUs drafted and agreed by stakeholders at the entity level |
| ***Target 2011*:** Established a system in the both entities as well as budget lines for strategies implementation |
| ***Target 2012 – 2014*** : Strategies implemented in the both entities |
| **Indicator 1.2.f:** Number of municipalities engaged in modernizing of HRM functions and development of local training plans and number of local government public employees engaged in training, both men and women, satisfied with training on offer; |
| ***Baseline*:** Quality management systems for local government training do not exist; The local training market is weak and not able to meet (increasing) training needs. (Sources: MTS feasibility study 2007; MTS TNA reports 2009) |
| ***Target 2010*:** Up to 3 priority training packages per entity, based on guidance by the Training Strategies delivered in 10 municipalities. 60 local government public employees trained and using gained knowledge in daily work. Gender module is an integral part of the system for training and development. |
| ***Target 2011***: The 3 priority training packages per entity, based on guidance by the Training Strategies developed and delivered in 10 municipalities. 60 local government public employees trained and using gained knowledge in daily work. |
| **Target 2012 – 2014**: Up to 3 priority training packages per entity, based on guidance by the Training Strategies delivered in 20 municipalities. 120 local government public employees trained and using gained knowledge in daily work. |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 58290 | Training System for Local Govt (Municipal Training Scheme) (Phase 1 | 482 | 723 | 33 |  |  | 1238 |
|  | Training System for Local Govt (Municipal Training Scheme) (Phase II) |  |  |  |  |  |  |
|  | *S-T MTS* | *482* | *723* | *33* | *0* | *0* | *1238* |

**Results achieved**

The CPAP envisaged an integrated set of support processes to enhance capacities of local governments and CSOs to manage and participate in long-term sustainable socio-economic development within a framework of human rights and rule of law.

**3) Municipal Training System (MTS) Project**

The **Municipal Training System (MTS) Project** was launched in 2008 and within its four year course of work it positioned itself as the first and only of its kind **system-building intervention** in BiH aiming to improve the quality and scope of local government (LG) training and to address a critical gap regarding long-term capacity development of local government employees and elected officials in BiH. This key output was achieved via a set of inter-locking activities aimed at achieving and maintaining sustainable training structures, with participation, ownership and step-by-step approach being key principles of the project. A final project report and a final project review (April 2012) were received[[19]](#footnote-19)

During the project’s implementation, 16 training modules were designed covering 10 principal priority areas. Altogether, **14 training modules were delivered to 1,097 training participants** (576 male and 521 female) and all were very positively evaluated in terms of content, organization and delivery. Particular attention was given to design and delivery of training on human resources management (HRM). However the extent to which the above is directly linked to the UNDAF and CPAP indicators is not systematically documented. The phase II of this project started in 2012 and will continue until 2015.

**Findings**

1. Financial investments: A total of $20.1 million has been invested and committed to date in the two outcome areas of Democratic governance through twelve projects, of which $2.1 million under 1.1 and $17.6 million under 1.2. These will no doubt increase with new commitments for 2013 and 2014.
2. Relevance: A rough review of the extent to which UNDP support under the above projects has contributed to the outcome indicator statement suggests that this support is all relevant to these indicators. With respect to 1.1, the design and implementation of UNDP support to the eight indicators under 1.1 (i) Strategic planning and e-governance and 1.2 of ii) Strategic planning, policy and resources management, of 1) Local democracy (LOD), 2) ILDP and 3) Municipal training system appear particularly appropriate.
3. Effectiveness and efficiency: However, the corresponding progress, final and evaluation reports do not always give precise numbers of results in relation to these outcomes. It is thus not possible to give a precise “traffic light” rating which could help assess both effectiveness and efficiency in relation to indicators. CPAP indicators and targets were not always properly formulated, thus it was not easy to track the progress. As a result, they have been attributed a rating of “on track”.
4. Generic results areas: All the results reflect a combination of policy level support, the application of systems, methodologies and procedures from central to entity and municipal levels, and tailor-made training for government officials in the relevant ministries and departments;
5. Anecdotal evidence: Meetings with officials during the visits to Bihac, Banja Luka and Sarajevo produced positive feedback on some of the projects, including the SPPD, the ILDP and MTS projects, and the value of the planning tools developed.

**Recommendations**

1. Output and indicator monitoring: CPAP outputs and indicators should be systematically referred to in project monitoring reports and analysis in relation to their contribution to the respective UNDAF and CPAP outcomes, outputs and indicators. The Sector Head for Democratic Governance and the corresponding programme managers should review existing reports in order to document results achieved in the proposed 2013 CPAP Annual Review and the extent to which each output and indicator has been achieved; Furthermore, attention should also be given to ensuring that indicators and targets are established and/or revised in the context of annual work planning, and reported on in monitoring reports. This will help to ensure that the RRF can become a “living” document, able to respond to changing needs.
2. Consolidation of strategic planning and monitoring: Further consideration should be given to identifying potential additional UNDP support during 2013 and 2014 in the areas of strategic planning, monitoring and public administration in order to strengthen the possibilities of the CPAP outcomes being more fully achieved, and replicate the training work carried out to date in other ministries, entities and municipalities;
3. Democratic governance results group(s): UNDP should assist in re-activating the former Governance Working Group in the form of the proposed “Strategic Results Group” (SRG) and eventual “Thematic Results Groups” (TRGs) for Planning and Statistics and in developing tools for joint design, programming, resource mobilization and monitoring. .(see UNDAF Evaluation Report, 9.1.1 and 9.1.2 and Table of eventual Results Groups and restructuring of UNDAF priorities).
4. UNDP lead roles: In the context of the preparation of both the next UNDAF and of UNDP support to it, UNDP should take the leadership in this area of competence , namely strategic planning, policy and resources management, and participatory local policy and planning, and work with other agencies to identify priority needs;
5. Grouping of UNDP support:

To facilitate the monitoring and the analysis of critical mass in each substantive or thematic area, UNDP projects should be systematically grouped under their respective CPAP outcomes, outputs and indicators. This would mean that LOD III (83030) should be grouped with LOD I (63549) and II (73009) under 1.1 instead of under 2 Social Inclusion..

## 3.2 S0CIAL INCLUSION

|  |
| --- |
| **UNDAF Outcomes: 2 SOCIAL INCLUSION**  UNDAF Outcome 2: By 2014, Government develops and implements policies and practices to ensure inclusive and quality health, education, housing and social protection, and employment services.  Outcome 2.1 Government coordinates, monitors, reports on and revises employment, education , housing, health, social protection, and cultural policies to be more evidence-based, rights-based and socially inclusive.  Outcome 2.2 Municipal authorities, citizens, civil society and the private sector increasingly able to con tribute effectively to planning and implementation of inclusive social policies at local level.  Outcome 2.3 Basic health and education, social protection and employment service providers are better able to ensure access to quality services for socially excluded and vulnerable groups including marginalised rural poor |
| **UNDP Programme Component 2. SOCIAL INCLUSION**  Government and local community institutions empowered to develop and implement policies for and ensure access to quality social, cultural and employment services for socially excluded and vulnerable groups so as to, with parallel contributions from the private sector and civil society, contribute to inclusive social and economic development. |
| Indicator 1: Level of awareness and knowledge of Social Inclusion in national institutions; B: KAP Survey. T: 50 %) |
| Indicator 2: Number of municipalities incorporating poverty assessments and other relevant data and analysis into the design of policies for targeting vulnerable groups.(B: 2; T: 13) |
| Indicator 3: Number of municipalities with referral mechanisms stablished and functioning to support employment of youth and vulnerable groups. (B: 0,T: 17) |
| Indicator 4**:** Evidence-based policy planning in culture sector adopted by government institutions. (**B**: Limited statistical and administrative data available on cultural sector; **T**: A comprehensive system of administrative mapping and cultural sector statistic collection of data adopted by key government institutions. |

Table 2. Social Inclusion - Expenditures by CP Outcomes

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2. SOCIAL INCLUSION** |  |  |  |  |  |  |  |
| Thematic areas | 2010 | 2011 | 2012 | 2013 | 2014 | Total | % |
| 2.1 Local economic development | 4,376 | 4,767 | 4,729 | 4,589 | 5,286 | 23,747 | 65.3 |
| 2.2 Cross-cultural understanding. | 2,805 | 1,157 | 763 | 0 | 1,500 | 6,225 | 17.1 |
| 2.3: Youth employment (1) | 740 | 1,424 | 1,364 | 251 | 0 | 3,779 | 10.4 |
| 2.4: Policy making and statistics. | 183 | 51 | 0 | 0 | 0 | 234 | 0.6 |
| 2.5 Miscellaneous - social | 0 | 38 | 17 | 104 | 2,200 | 2,359 | 6.5 |
| **Sub-total 2** | **8,104** | **7,437** | **6,873** | **4,944** | **8,986** | **36,344** | **100.0** |

### 3.2.1 Local economic development and poverty reduction

*CPAP Output 2.1 State, entity, municipalities and local development organizations in selected municipalities have increased capacity to plan and implement policies for sustainable, inclusive local economic development and poverty reduction primarily through fostering agriculture, rural economic and enterprise development.*

UNDP has committed $20.2 million to five thematic areas under Output 2.1, of which the largest proportion ($14.2 or 70.5%) going to the Srebrenica Regional Recovery Programme (SRRP) followed by Economic stimulus and employment creation (VCE/GIM research) ($2.5m or 12.4%), Regional Offices ($1.6million (2011 – 2015) or 8.3%), and Electrification ($1.8 million (8..0%), and $0 directly to human rights, gender-responsive budgeting and project cycle management. The support provided and the results achieved for each thematic area given below.

**1) Human rights/gender responsive budgeting and project cycle management**

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 2.1.:** State, entity, municipalities and local development organizations in selected municipalities have increased capacity to plan and implement policies for sustainable, inclusive local economic development and poverty reduction primarily through fostering agriculture, rural economic and enterprise development. |
| **Indicator 2.1.a:** Number of municipalities in which authorities and CSOs are knowledgeable in effective human rights/gender responsive budgeting and project cycle management. |
| ***Baseline***: Not available |
| ***Target 2010-2014***: 10. |

**UNDP support**

There is no specific project approved for the purpose of assisting the indicator of “Number of municipalities in which authorities and CSOs are knowledgeable in effective human rights/gender responsive budgeting and project cycle management.” Nevertheless, UNDP provided support in raising awareness on human rights issues in all relevant projects, and on project cycle management through the MTS project (ref UNDAF 1.2.7, 1.4.1 and 2.2.4 – in 134 municipalities[[20]](#footnote-20)). UNIFEM has been the main agency responsible for promoting gender responsive budgeting (GRB) through its support to UNDAF Outcome 1.2.5 *Governments have increased knowledge and skills to mainstream gender into national (development) strategies, laws and policies, and to incorporate Gender Responsive Budgeting Method in Public Policies and Budget Making (UNIFEM),* UNIFEM has provided support in this area.

**Results achieved**

**1) Economic stimulus and employment creation**

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 2.1.:** State, entity, municipalities and local development organizations in selected municipalities have increased capacity to plan and implement policies for sustainable, inclusive local economic development and poverty reduction primarily through fostering agriculture, rural economic and enterprise development. |
| **Indicator 2.1.b:** Number of newly formed or strengthened existing clusters integrated in the targeted sub-sectors value chains and markets. |
| ***Baseline:*** Not applicable |
| ***Target by 2010-2014***: 6 |
| **Indicator 2.1.c:** Number of newly created or sustained jobs or sources of income in targeted municipalities: |
| ***Baseline***: Not applicable. |
| ***Target 2010 - 2014***: 300 |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 70578 | Value chains for employment strengthening [[21]](#footnote-21) | 1,156 | 925 | 120 | 137 |  | 2,338 |
| 72730 | Growing Inclusive Markets (GIM) Iniitiative | 59 | 59 | 47 |  |  | 165 |
|  | S-T VCE/GIM | 1,2,15 | 984 | 167 | 137 |  | 2,503 |

**1) Value chains for employment (VCE) (70578)**

As part of the UNDP’s efforts to eradicate poverty through the MDGs and to reduce the high unemployment in BiH, the Value Chains for Employment project (VCE) aims to strengthen value chains for growing inclusive markets, with a particular focus on agriculture and the main sub-sectors of fruits, vegetables and dairy. These would contribute to BiH’s EU accession aspirations and support the development of micro, small and medium size enterprises (MSMEs) in order for them to be able to take full advantage of trade agreements and have full access to regional and EU markets.

The project, funded with cost sharing from the Government of the Netherlands ($1.983 million) has carried out activities designed to: 1) Improve the competitiveness and market penetration of SMEs for sustainable employment through the creation of 350 jobs, strengthening five SMEs in the areas of product design, and establishment of new distribution channels; 2) Strengthen the capacities of state level authorities to support SMEs and through the certification of seven SMEs with one of the common standards used in the food production and processing industry, the delivery of equipment and training for Conformity Assessment Institutions (CAIs), and the preparation of a manual for SMES in the food industry; and 3) Support increased inclusive entrepreneurial activity, through the creation of three new joint ventures/partnerships, one Public-Private Partnership (PPP) which benefit at least 25 families.

**2) Growing inclusive markets (GIM) initiative (72730)**

The Growing Inclusive Markets project is a UNDP global initiative which facilitates business-led solutions to poverty through job creation and small enterprise development. The projects are in sectors identified as drivers of economic growth and which will have direct impact on poverty reduction and sustainable development.

Under UNDAF Outcome:1.1 *Strengthened capacity of municipalities and CSOs to manage and participate in long-term sustainable socioeconomic development within a framework of human rights and rule of law,* the overall aim of the project is creation of inclusive market opportunities, which will support small, individual producers and farmers as well as strengthening of the Private Sector, in a way to create a platform that will result in the establishment of sustainable employment opportunities - particularly focused onto pro-poor and returnee areas. In particular the project’s objectives are to address unemployment and poverty in rural areas by including vulnerable groups and those living in poverty – such as individual producers and farmers – into supply chains, as providers of raw materials, skills, and labour. Support to women living in poverty is a priority, as well as building opportunities in returnee areas. It is designed as a complementary project to the VCE one above.

**3) Electrification of Areas of Accomplished Return Project (73177, 75285)**

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 2.1.:** State, entity, municipalities and local development organizations in selected municipalities have increased capacity to plan and implement policies for sustainable, inclusive local economic development and poverty reduction primarily through fostering agriculture, rural economic and enterprise development. |
| **Indicator 2.1.d:** Number of households connected to the source of electric supply in targeted municipalities: |
| ***Baseline***: NA |
| ***Target 2010-2012***:150 |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 73177 | [Electrification of Areas of Accomplished Return](http://www.undp.ba/index.aspx?PID=21&RID=86) | 318 | 570 | 273 | 17 |  | 1,178 |
| 75285 | [Electrification of Areas of Accomplished Return](http://www.undp.ba/index.aspx?PID=21&RID=86) | 33 | 165 | 324 | 71 |  | 593 |
|  | *S-T Electrification* | *351* | *735* | *597* | *88* |  | *1,771* |

**Results achieved**

The Strategy of Bosnia and Herzegovina for the Implementation of the Annex VII of the Dayton Peace Agreement, which had been originally enacted in 2002, and later revised in 2008, includes the following [[22]](#footnote-22)objectives: (i) Finalization of the process of return of refugees from other countries to BiH and of displaced persons within BiH to their place of origin; (ii) Implementation of the return of property rights and assets; (iii) Finalization of the reconstruction of the living and accommodation units for the needs of return (reconstruction of apartments and houses); and (iv) Ensuring the sustainable return and the process of re-integration in BiH.

Under objectives (i) and (iv) infrastructure has to be re-instated. This includes the connection of 2,600 housing units to the electric power networks in over 65 municipalities.

Under the above project, UNDP received cost-sharing from the Government of Norway, Italy, the BiH Government/Returnee Fund, municipalities, cantons, and the entity ministries of returnees and displaced persons (totalling nearly $1.8 million). The project enabled the MHRR, seventeen beneficiary municipalities and three electric utility companies in BiH to restore electricity connections to 404 households and to manage the work in an efficient and timely manner. This compared to the 220 households originally envisaged in the project document and the 150 given as the CPAP indicator.

This contributed to the improvement of living conditions of returnee population and created pre-conditions for their full reintegration and sustainable income generation by starting economic activities. The Final Evaluation Report of gave positive assessments of results in many areas. [[23]](#footnote-23)

**4) Srebrenica Regional Recovery Programme (SRRP)(71025)**

No outputs or indicators in CPAP.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project title | 2010 | 2011 | 2012 | 2013 |  |  |
| 71025 | Srebrenica Regional Recovery Programme (Phase III) (and IV?) | 2,810 | 2,836 | 3,391 | 2,883 | 2,000 | 13,920 |
| 78982 | Srebrenica Regional Recovery Programme (SRRP) - GOV (??) |  | 42 | 233 | 53 |  | 328 |
|  |  | 2,810 | 2,878 | 3,624 | 2,936 | 2,000 | 14,248 |

**Results achieved**

UNDP support to the Srebrenica region under the SRRP started in 2003. Since December 2009, it has been supporting Phase III of at a total cost of $14.2 million, funded by largely by the Government of the Netherlands, which will end in November 2013. The overall goal of SRRP is *‘to promote the socio-economic recovery of multi-ethnic communities with strengthened local government structures’*. The Programme is designed around the CPAP output 2.1: “*Municipalities and local development organisations are capable of planning and implementing their own path to sustainable human development in order to effectively overcome the multi-dimensional barriers to poverty reduction.”* The Programme is implemented in the municipalities of Srebrenica, Bratunac and Milići, which are the most deprived in Eastern Bosnia. A mid-term evaluation was carried out in December 2012.[[24]](#footnote-24) It has provided support in the four main areas:

(i) Local capability development, through the training of municipal officers in all aspects relating to regional and local planning and development, and particularly on consultation processes.

(ii) Institutional Strengthening in the areas of spatial and strategic planning within the 3 municipalities

(iii) Services to Citizens, through the renovation of infrastructures and public services (reconstruction of rural roads, water supply and sewerage systems, and power grids) which have benefited more than 13,935 residents in the three municipalities

(iv) Private sector development, through the promotion of micro, medium and small-enterprises (MSMEs) though the promotion of Public Private Partnership (PPP) between municipalities, MSMEs and SRRP. This initiative was instrumental in consolidation of the return process through creating new jobs and securing the existing ones in MSMEs. In the agriculture sector SRRP has made a significant impact on dairy, sheep and fruit development in the region.

**5) Regional and local development initiatives (77619, 77620, 77621, 77622)**

Since 2011, UNDP has decentralized its presence to the regional level by the establishment of **Regional Development Offices in Banja Luka, Bihac, Mostar and Sarajevo**. These offices are responsible for coordinating and promoting UNDP support provided by national projects, with particular focus on activities in these regions. The four offices have been set up to help consolidate relationships with local authorities and increase the synergies between different projects in the context of sectoral, regional, and municipal planning efforts and the promotion of civil society. An office in Srebrenica already services the Srebrenica Regional Recovery Programme (SRRP).

A project document for a “Local Development Programme”[[25]](#footnote-25) was prepared in 2011 to articulate the roles of these offices and to provide funds for local development initiatives. To date, the full project (estimated budget of $55 million) has not yet been approved, although smaller projects have been put in place (77619, 77620, 77621, 77622) to cover the costs of each office and staffing. Although this initiative is not reflected in the CPAP, and thus has no indicators and targets for it, the development of a UNDP/UN system regional support structure represents an important initiative to strengthen capacity development at a regional and local level. This should in due course facilitate the work and coordination of all agencies working in common areas, and the Delivering –as-One process at the local level.

Activities carried out since the establishment in April 2011 of the first two regional offices in Bihac and Mostar are described in progress reports for Northwestern BiH[[26]](#footnote-26) and Herzegovina[[27]](#footnote-27).

The map below shows the geographical distribution of the regions to be covered and the regional offices.

Figure Map of UNDP regional areas of responsibility - Local and Rural Development Programme

The regional offices would assist UNDP projects at the local level and their links with municipal authorities, as follows:

Table Table Municipal outreach of regional offices

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Bihac Office** | **Banja Luka Office** | **Srebrenica Office** | **Mostar**  **Office** | **Sarajevo**  **Office** |
| Bihac  B.Grahovo  Bosanska Krupa  Bosanski Petrovac  Buzim  Drvar  Kljuc  Ostra Luka  Petrovac Drinic  Sanski Most  Velika Kladusa  Ribnik  Istocni Drvar  Bosanska Kostajnica  Novi Grad  Krupa  Cazin  Glamoc  Kupres (FBiH)  Kupres (RS)  Livno  Tomislavgrad | Banja Luka  Bosanska Gradiska  Bosanski Brod  Celinac  Derventa  Doboj  Doboj Istok  Doboj Jug  Dobretici  Jajce  Jezero  Knezevo  Kotor Varos  Laktasi  Modrica  Mrkonjic Grad  Odzak  Orasje  Kozarska Dubica  Prijedor  Prnjavor  Samac  Domaljevac  Sipovo  Srbac  Vukosavlje  Teslic  Tesanj  Usora  Brcko | Banovici  Bijeljina  Bratunac  Celic  Donji Zabar  Gracanica  Gradacac  Kalesija  Kladanj  Han Pijesak  Lopare  Lukavac  Milici  Osmaci  Pelagicevo  Petrovo  Sapna  Sekovici  Sokolac  Srebrenica  Srebrenik  Teocak  Tuzla  Ugljevik  Vlasenica  Zvornik  Olovo | Berkovici  Bileca  Capljina  Citluk  Gacko  Grude  Istocni Mostar  Jablanica  Konjic  Ljubuski  Ljubinje  Mostar  Neum  Nevesinje  Posusje  Prozor Rama  Ravno  Siroki Brijeg  Stolac  Trebinje | Breza Donji Vakuf  Busovaca Gornji Vakuf  Cajnice Zivinice  Travnik  Foca  Fojnica  Maglaj  Gorazde  Hadzici  Ilijas  Zepce  Ilidza  Grad Istocno Sarajevo  Istocna Ilidza  Istocno Novo Sarajevo  Istocni Stari Grad  Kakanj  Kalinovik  Kiseljak  Kresevo  Novo Gorazde  Praca-Pale  Pale  Rogatica  Rudo  Grad Sarajevo  Sarajevo Centar  Sarajevo – Novo Sarajevo  Sarajevo – Stari Grad  Sarajevo-Novi Grad  Foca-Ustikolina  Vares  Visoko  Visegrad  Vogosca  Trnovo (FBiH)  Trnovo (RS)  Zenica  Vitez  Zavidovici  Bugojno  Novi Travnik |

Source: Draft project document “Local Development Programme”

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project title | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 77621 | Regional Development Banja Luka |  | 33 | 107 | 613 | 286 | 1,039 |
| 77620 | Regional Development Bihac |  | 56 | 92 | 90 |  | 238 |
| 77619 | Regional Development Mostar |  | 81 | 142 | 128 |  | 351 |
| 77622 | Regional Development Sarajevo |  |  |  | 57 |  | 57[[28]](#footnote-28) |
|  | S-T Regional Development initiatives |  | 170 | 341 | 888 | 286 | 1,685 |

**Pipeline projects**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| … | Canton 10[[29]](#footnote-29) |  |  |  | 270 | 1,000 | 1,270 |
| … | Via Dinarica |  |  |  | 270 |  | 270 |
|  | LG - MZ (Local government MZ?)[[30]](#footnote-30) |  |  |  |  | 2,000 | 2,000 |
|  | S-T pipeline | 0 | 0 | 0 | 540 | 3,000 | 3,540 |
|  | Mainstreaming migration into local development[[31]](#footnote-31) |  |  |  |  |  |  |
|  | Birač Region Advancement and Cooperation Project[[32]](#footnote-32), |  |  |  |  |  |  |
|  | *S-T 1.2* | *2,910* | *3,491* | *1,765* | *6,048* | *3,418* | *17,632* |
|  | *SRRP (IV) see under r.2.1 above* |  |  |  |  |  |  |
|  | *VCE laboratories and livestopck breeding (see under 3.2.1 above)* |  |  |  |  |  |  |
|  | *S-T 1* | *4,328* | *4,306* | *1,962* | *6,139* | *3,418* | *20,153* |

The above five pipeline projects, for which financial allocations are earmarked in Programme and Operational Support (POS) lists, are scheduled to start in 2013, but on which no details have been received. Furthermore, their potential support to the corresponding CPAP indicators needs to be clarified.

**6) Canton 10 - Community stabilisation through human security (UNTFHS)**

According to the proposal for this joint project (UNDP, UNHCR, UNICEF and IOM) to be financed under the UN Trust Fund for Human Security (UNTFHS),[[33]](#footnote-33) this three year project (May 2013 – April 2015) seeks to apply the Human Security Concept to stabilise communities, in Canton 10, with a particular focus on former refugees and internally displaced persons (IDPs) who have returned to the region and face particular challenges and hardships at reintegration.

The project has five objectives. 1) Ensure sustainability by establishing strong partnerships with local authorities and stakeholders through a joint Steering Committee, which will be the main operational partner during implementation; 2) Enhance the capacity of Cantonal and municipal administration ns to provide social services and other means of support to vulnerable groups, as well as develop partnerships between civil society and governmental structures. 3) Bolster the capacities of Cantonal and municipal authorities to prevent discrimination and conflict with a particular focus on the education system. 4) Strengthen local community responsiveness to risks posed by mines and other ordinances; 5) Develop the capacity of the Canton to make certain that vulnerable groups have equal access to employment opportunities and economic sustainability through activities such as income generation projects and vocational training.

Although conceived in the context of support to human security, the project has been placed in the Rural and Regional Development sector rather than the Justice and Human Security one, due to its focus on reintegration of vulnerable groups and local development.

**7) Via Dinarica (EC-IPA)**

A project proposal is under review for an EC-IPA financed project to contribute to the integration of the economy in border areas by encouraging cooperation in the field of tourism in the Dinaric Alps region of Croatia, Bosnia and Herzegovina and Montenegro, through 1) the establishment of a sustainable mechanism for improvement of regional cooperation and removal of regional level barriers; 2) the enhancement of quality and integration of nature-based and cultural heritage tourism across the region to increase employment and improve livelihoods in rural areas; 3) the development and establishment of the “Via Dinarica” brand; and 4) the enhancement of management and improvement of economic viability of the protected areas (PA) in the Via Dinarica region.

**8) LG - MZ (Local government MZ?)**

Under preparation. No information available and title to be clarified.

### 3.2.2 Promotion of cross-cultural understanding.

*State Ministry of Civil Affairs, Entity Ministries of Education and Culture, municipal officials, civil society and the private sector are better able to develop and implement national and community level policies, processes, initiatives and curricula to improve cross-cultural understanding.*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 2.2:** State Ministry of Civil Affairs, Entity Ministries of Education and Culture, municipal officials, civil society and the private sector are better able to develop and implement national and community level policies, processes, initiatives and curricula to improve cross-cultural understanding. |
| **Indicator 2.2.a:** Number of creative cultural and tourism projects implemented in local communities. | |
| ***Baseline***: Not applicable | |
| ***Target 2010***: 30 of strategic projects identified across BiH; 10 projects implemented. | |
| ***Target 2011***: 10 of strategic projects identified across BiH; 40 projects implemented. | |
| **Indicator 2.2.b:** Capacities of national authorities to monitor and evaluate cultural sector projects established. | |
| ***Baseline***: Monitoring tools not existing. | |
| ***Target 2010***:  Methodology for monitoring policy framework as well as implementation of projects developed. | |
| ***Target 2011***: Key government partners use new methodologies and tools in their newly developed monitoring activities. | |
| **Indicator 2.2.c:** Increased cultural sensitivity and respect for diversity by media in selected municipalities. | |
| ***Baseline***: Limited information on levels of culture sensitivity and respect for diversity in BiH media (to be determined through assessment). | |
| ***Target 2010***: Assessment of ‘culture sensitive messages’ in media prepared; Systematic training needs analysis for trainings of journalists conducted; Selected projects implemented in 10 municipalities. | |
| ***Target 2011***: Up to 5 communication events in selected municipalities prepared to support cultural sensitivity and respect for diversity (a number of film documentaries, follow up research in media sector). | |

**UNDP Support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 58686 | Improving cultural understanding | 2,313 | 1,157 | 763 |  |  | 4,233 |
| 54006 | Community reconciliation through Poverty Reduction (CRPR) | 492 |  |  |  |  | 492 |
|  | Culture and reconciliation |  |  |  |  | 750 | 750 |
|  | Education and reconciliation |  |  |  |  | 750 | 750 |
|  | *Sub-total 2.2* | *2,805* | *1,157* | *763* | *0* | *1,500* | *6,225* |

**Results achieved**

**1) Improving cultural understanding (58686)**

Financial sources: MDG-F Total Approved Budget : $8,000,000 (UNDP $4,497,078, UNESCO $1,792,732. UNICEF $1,710,190)

National partners: **Entities:** Federation of Bosnia and Herzegovina and Republika Srpska; **Municipalities: 10 Partner Municipalities:** Bijeljina, Rudo, Jajce, Prijedor, Bihać, Gradiška, Srebrenik, Novo Sarajevo, Tešanj, Sokolac, Trebinje, Mostar and Ravno. Note: 48 municipalities were covered through implementation of CSO projects

The MDGF 'Improving Cultural Understanding in BiH' programme was conceived on the basis of strengthening the sector of culture and education with the purpose of achieving sustainable development and intercultural and tolerant society. The programme consisted of 4 components aiming at mutual interaction and policy testing. The policy level intertwined with the grass-roots actions and projects aiming at vertical integration across governmental layers. Strengthening strategic planning and development of methodologies for data collection in culture and education sectors directly strengthened the local actors: municipalities, schools, civil society sector, cultural institutions, cultural industries, cultural workers and school children. The Final Report[[34]](#footnote-34) gave a comprehensive summary of the results achieved under the four components of:

**1: Improved policies & legal frameworks in culture and education sectors:**

Providing the evidence-base for strategy development in the sector of culture; Supporting the preparation of strategies and legal framework (capacity development); Supporting the implementation of cultural policy strategy through participatory approach; Improving policies and their implementation to ensure access to quality inclusive and intercultural education ; Supporting the preparation of strategies and legal framework (capacity development); Providing monitoring and evaluation training activities for relevant government agencies; Providing monitoring and evaluation training activities for relevant government agencies; Developing a system to monitor the implementation of improved educational policies

**2. Improved cross-cultural understanding at the community level:**

Developing community level educational approaches to set best practice for inclusive and intercultural education; Analysing and addressing barriers to cross-cultural tolerance; Supporting community-based creative projects that improve cross-cultural understanding; Reinforcing stakeholder capacities in the field of inter-culturalism;

**3: Strengthened cultural industries:**

Supporting artistic-entrepreneurs through strategizing, marketing and vocational training; Promoting cultural tourism.

**4: Improved tolerance levels towards diversity.**

Promote intercultural awareness and sensitivity through media and stakeholder partnerships; Promoting intercultural sensitivity in the educational sphere; Rehabilitating and restoring major symbols of inter-culturalism

**2) Community Reconciliation through Poverty Reduction (54006) (Nov. 2007 – June 2010)**

Funding sources: UNTFHS/Japan, USAID

National partners: MOFTERof BiH, Regional Development Agency for Herzegovina (REDAH), Tourism Association of Herzegovina canton (HNK), the municipal representatives and offices of Blagaj, Stolac and Trebinje, recipient institutions of micro capital grants (NGOs), the BiH Mine Action Committee and public utility companies.

The UNDP/UNESCO Community Reconciliation through Poverty Reduction was initiated in November 2007, as a two-year project which focused on the development of tourism potentials in the south-east Bosnia and Herzegovina area as a means to reconcile inter-community differences, promote inter-community dialogue and combat poverty. The project budget was approximately 2.2 million USD financed from the UN Trust Fund for Human Security (UNTFHS) of which nearly $0.5 million during the present UNDAF. The project took a multi-dimensional approach to poverty reduction and consisted of four mutually reinforcing components. It was also designed with the aim of setting in motion a series of activities with clearly defined targets, namely: demining of 580,000 square meters of land, clearance of illegal dump sites, support to 12 income generating activities and restoration works for three cultural heritage sites in order to capture and fully benefit from the tourist activities that occur in the region

The Final Evaluation Report[[35]](#footnote-35) identified the following results in the four components:

I: Humanitarian demining (UNDP)

This Component of the CRPR Project’s objectives and outputs were considered highly appropriate and strategic to the needs of the region and the CRPR project fully achieved all the planned activities related to this Project Component. In fact, the CRPR project contributed to the clearance of an area of 740,000 sq metres, on which 72 mines were removed and 2 pieces of unexploded ordnance (UXO).

II: Waste management (UNDP)

The FE Team found that the efficiency of this component was very good in terms of waste equipment distribution (new waste bins and other waste collection equipment in the target areas) but the Component’s efficiency was hampered in Blagaj and Stolac by capacity limitations (both Blagaj and Stolac) and management issues (Blagaj) of the public utility companies).

III: Income generation activities in the tourism sector (UNDP)

The Project was considered effective in helping to start-up income generation activities in the tourism sector through the allocation of micro-grants. But these one-off-type investments were not leveraged into additional sources of funding or investment or integrated into more comprehensive sub-regional tourism development activities and as such, functioning local and regional modalities never really developed to broaden the tourism offer in southeast Herzegovina. On the other hand, in terms of community and reconciliation, Component III activities have had an important impact by successfully tapping into an underlying demand for collaboration, resulting in eight of the twelve tourism NGOs agreeing to establish a tourism cooperative, which would be the first tourism cooperative in BiH to cross entity boundaries. However, as of the time of Final Evaluation the appropriate and sustainable means to fully fund the formation of the cooperative and sustain it going forward had not been identified.

IV: Restoration of cultural heritage; supported by strong public relations activities (UNESCO)

The Evaluation considered that beneficiaries were happy with the efficiency of this Component relating to the restoration of historical sites in Blagaj and Stolac, although delays were experienced in their implementation and question remained as to how the two sites would be managed for future tourism seasons. Consequently, it was not clear how local communities would immediately benefit economically from these restored historical sites.

In terms of overall programme effectiveness, the FE Team recognized and acknowledged the especially difficult operating environment in the project area during the implementation of the CRPR Project. The results of the stakeholder interviews indicated that most beneficiaries were pleased with the CRPR Project, particularly highlighting the tangible and visible results that were achieved. In addition, most of the indicators established to meet the Project Components’ objectives were satisfied. However, the FE Team’s evaluation showed that there was room for improvement in terms of the effectiveness of some of the Project Components. With respect to the project’s aim for “Strengthened community reconciliation through multi-dimensional approach to poverty reduction“, the Project was designed from the outset to work in a subtle manner to break down ethnic polarization in the three target communities. According to the Final Evaluation report, It did accomplish most of its intermediate objectives, but apart from Component 1 only incremental improvements to the Project Area’s development potential were apparent.”

### 3.2.3 Youth employment.

*Primary and secondary schools and public employment services in seventeen selected municipalities have knowledge and skills to improve youth employability and to assist unemployed youth and vulnerable groups in gaining access to employment opportunities and Labor Migration Schemes.*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 2.3:** Primary and secondary schools and public employment services in seventeen selected municipalities have knowledge and skills to improve youth employability and to assist unemployed youth and vulnerable groups in gaining access to employment opportunities and Labor Migration Schemes. |
| **Indicator 2.3.a:** Number of Youth Employment Resource Centers established, equipped, staffed and operational in Public Employment Offices. | |
| ***Baseline***: None. | |
| ***Target 2010***: Schools and Municipalities identified for implementation; Curricula divided per schools; 10 YERCs implemented. | |
| ***Target 2011***: 7 YERCs implemented. | |
| **Indicator 2.3.b:** Number of young people, both male and female, who received direct counseling assistance, trainings and access to up-to-date labor market information. | |
| ***Baseline***: NA | |
| ***Target 2010 - 2011***: 7,000 Young people, minimum of 30% of other sex (M/F). | |

**UNDP Support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 62851 | Youth Employability and Retention Programme (YERP) | 740 | 1,424 | 1,364 | 251 |  | 3779 |
|  | Sub-total 2.3 | 740 | 1424 | 1364 | 251 | 0 | 3779 |

**Results achieved**

1) The *Youth Employability and Retention Programme* (YERP) (62851) is a UN Joint Programme designed to address the problems of high youth unemployment and irregular youth migration in Bosnia and Herzegovina (BiH), and is financed by the Government of Spain through the Millennium Development Goals Achievement Fund (MDG-F) with a contribution of US$5.999 million, supported by UNDP, UNICEF, UNFPA, UNV and IOM. It was evaluated in April 2012.[[36]](#footnote-36) The project has contributed to strengthening national capacity in three key areas relating to the promotion of youth employment, namely:

*Outcome 1: Increased capacities of the education system and local communities to improve youth employability,* through the introduction of an improved curriculum in up to 100 individual schools , built on the development of 10 key competencies for life-long learning;

*Outcome 2: Enhanced capacities of the Public Employment Services and Civil Society to develop and deliver an integrated package of youth employability measures*, through the establishment in 16 municipalities Centres for Information, Counseling and Training (CISOs) which will have provided advice and services to up to 11,000 young people by the end of the programme. Areas include (i) the provision of work experience to youth, male and female, through different work experience schemes (ii) co-financing of 500 interns in local enterprises; (iii) the promotion of volunteerism as form of professional improvement; (iv) the provision of one-on-one job counseling assistance, training to improve employability, and job-search assistance; and

*Outcome 3: Positive impact of youth migration maximised whilst impact of irregular migrations minimized,* through the strengthening of statistical and analytical capacity in the BiH Statistical Agencies to facilitate migration monitoring, reduce irregular migration, introduce circular migration schemes, and provide BiH youth with organised and legal opportunities for employment and internships and apprenticeship in a selected country of destination, and support returning migrants.

### 3.2.4 Evidence-based policy making and statistics.

*National institutions supported in developing enhanced evidence based policy making and statistics related to socially vulnerable categories*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 2.4:** National institutions supported in developing enhanced evidence based policy making and statistics related to socially vulnerable categories |
| **Indicator 2.4.:** Number of high quality, research-based, gender-mainstreamed, knowledge products created, disseminated and utilized by government, academia and/or civil society. | |
| ***Baseline***: 7 | |
| ***Target 2010 – 2014***: 5 | |

**UNDP Support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***UNDAF*** | Code | Title | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
|  | 71220 | Enhancing evidence -based policies | 183 | 51 |  |  |  | 234 |
|  |  | Sub-total 2.4 | 183 | 51 | 217 | 0 | 0 | 451 |

**Results achieved**

No information received.

### 3.2.5 Miscellaneous - social

There are a number of recent projects approved which do not fit into any of the above output areas. These are grouped under a new Output area 3.2.5 for ease of reference.

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 78273 | Social Inclusion/Services (?) |  | 38 | 4 | 58 |  | 100 |
| 80765 | Support to MHRR in revision of Roma AP (title, sub-theme?) |  |  | 13 | 46 |  | 59 |
|  | SI (Social Inclusion?) disability |  |  |  |  | 900 | 900 |
|  | Annex VII |  |  |  |  | 1,300 | 1300 |
|  | Sub-total 2.5 | 0 | 38 | 17 | 104 | 2,200 | 2,359 |
|  | Sub-total Outcome area 2 | 8,104 | 7,437 | 6,873 | 4,404 | 5,986 | 32,804 |

**Results achieved**

2) Support to MHRR in revision of Roma AP (title, sub-theme?) (80765)

No information received.

3) Empowering Marginalised Groups in eGovernance project

See 3.1.1 3) above

4) Annex VII

No information received.

**Findings for Programme Component 2 Social Inclusion**

1. UNDP financial commitments: Total UNDP support to 2. Social Inclusion has amounted to $32.8 million (28.0% of total) or which $20.2 million for 2.1 and $2,6 million for pipeline projects. This total is likely to rise as new commitments are confirmed in 2013 and 2014.
2. Consistency with CPAP: UNDP-supported projects were consistent with the outputs and indicators in the CPAP, which greatly facilitates monitoring.
3. Monitoring: Project reports do not report on the extent to which UNDAF and CPAP outcomes, outputs and indicators are being achieved, and there are no CPAP annual reviews by programme component and thematic areas.
4. The rearrangement of The decision to combine the projects in the Governance and Social Inclusion areas into a new grouping “Governance and social inclusion” makes it difficult to ensure continuity in monitoring between the first three years (2010 – 2012) and the last two years (2013-2014), due to the changes of project portfolios in each one. It also makes it difficult to align with the UNDAF outcome areas of Governance and Social inclusion.
5. Furthermore, the establishment of a new “sector” or clustering “Rural and regional development”, which includes projects from the former Social Inclusion and Governance sectors/clusters further exacerbates any attempt to ensure continuity of wording and alignment with either the UNDAF or the original CPAP priority areas.

**Recommendations**

1. Monitoring:Attention should be paid in future reporting to ensure that the appropriate UNDAF and CPAP outcomes, outputs and inputs are referred to in all progress reports, and that the impact of UNDP support on them is duly analysed and noted, including with traffic light ratings relating to achievement of results..

## 3.3 ENVIRONMENT

|  |
| --- |
| **UNDAF Outcomes**  UNDAF Outcome 3 By the end of 2014 meets the requirements of EU accession process and multilateral Environment Agreements (MEA), adopts environment as a cross-cutting issue for participatory development planning in all sectors and at all levels, strengthens environmental management to protect natural and cultural resources and mitigate environmental threats.  Outcome 3.1 The Ministries of Environment oat State, Entity and Cantonal levels ensure the legal fr4amework is enacted and linkages between environment and other sectors established in order to institutionse3 environmentally sustainable development ;  Outcome 3.2 Government has increase capacity to reduce environmental degradation and promote environmentally friendly actions and sustainable natural and cultural resource utilisation;  Outcome 3.3 Local authorities, public and private sector providers and civil society formulate and implement in a participatory manner environmental local action plans ensuring cleaner, safer and sustainable development. |
| **UNDP Programme Component 3. ENERGY AND ENVIRONMENT** |
| **Expected Outcome 3.** Strengthened national capacities to integrate environmental and energy concerns into development plans at all levels and systems for effective implementation of the sectoral priorities |
| **Indicator 1:** Extent to which national plans for biodiversity protection are approved (**B**:0, **T**:3) |
| **Indicator 2:**Extent to which national plans for climate change mitigation and adaptation are approved (**B**:0, **T**:4) |
| **Indicator 3*:*** Extent to which B&H responds to obligation raised from Multilateral Environmental Agreements (B: 2\* , T: 5) |
| **Indicator 4:** Number of the Communities introducing environment into local development plans (**B**: work in progress (tbd); **T**: 30 % improvement by year 2014) |
| **Indicator 5:**  % change in financing for environmental protection through environmental funds, carbon markets, markets for ecosystem services and other financing mechanisms. (**B**: work in progress (tbd); **T**: 20 % improvement by year 2014) |

**CPAP Outcome**

*Strengthened national capacities to integrate environmental and energy concerns into development plans at all levels and systems for effective implementation of the sectoral priorities*

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** | **%** |
| **3. ENERGY AND ENVIRONMENT** |  |  |  |  |  |  |  |
| 3.1. Environmental planning, management and services capacity | 905 | 1,166 | 1,197 | 1316 | 0 | 4,584 | 3.9 |
| 3.2. Biodiversity conservation. | 316 | 254 | 202 | 104 | 0 | 876 | 0.7 |
| 3.3. Mitigation and adapttion to climate change. | 1,964 | 337 | 305 | 428 | 0 | 3,034 | 2.6 |
| 3.4.Response to international environmental obligations. | 0 | 149 | 195 | 186 | 0 | 530 | 1.1 |
| 3.5.Water utilities management | 855 | 1,632 | 927 | 403 | 0 | 3,817 | 3.3 |
| **Sub-total 3** | **4,040** | **3,538** | **2,826** | **2,437** | **0** | **12,841** | **11.6** |

### 3.3.1. Environmental planning, management and services capacity.

*Government at all levels, together with public utilities, private sector and CSOs has increased awareness and knowledge to implement environmental planning, management and services*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 3.1.** Government at all levels, together with public utilities, private sector and CSOs has increased awareness and knowledge to implement environmental planning, management and services |
| **Indicator 3.1.a:** Number of officials trained in facilitation of environmental planning and programming process |
| ***Baseline:*** 0; |
| ***Target 2010/2011:*** 15 (M/F); ***Target 2012:*** 15 (M/F). |
| **Indicator 3.1.b:** Number of developed local environmental plans in accordance with related roles and procedures |
| ***Baseline:*** 0; |
| ***Target 2013:*** 30 |
| **Indicator 3.1.c:** Number of participants actively participated in the process of developing local environmental plans |
| ***Baseline:*** N/A; |
| ***Target 2010/2011:*** 150 (M/F); ***Target 2012***: 150 (M/F). |
| **Indicator 3.1.d:** Number of grants distributed for environment priority project implementation |
| ***Baseline:*** 0; |
| ***Target 2013:*** 40 |
| **Indicator 3.1.e:** Percentage of grant matching funds provided by municipalities/other donors |
| ***Baseline:*** N/A; |
| ***Target 2013:*** 50% |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 58000 | [Mainstreaming Environmental Governance: Linking Local and National Action in BiH](http://www.undp.ba/index.aspx?PID=21&RID=77) | 905 | 1,166 | 1,197 | 1,077 |  | 4345 |
| 79758 | [Mainstreaming Environmental Governance: Linking Local and National Action in BiH](http://www.undp.ba/index.aspx?PID=21&RID=77) - GOV |  |  |  | 239 |  | 239 |
|  | Sub-total 3.1 | 905 | 1,166 | 1,197 | 1,316 | 0 | 4,584 |

**Results achieved**

1. **MDG-F Environment and Climate Change Programme -Mainstreaming environmental governance: linking local and national action in BiH”**

Funding Sources: MDG-F (Spain), with UNDP, UNEP, UNESCO, FAO and UNV) ($5.5 million budget)

National partners: BiH Ministry of Foreign Trade and Economic Relations, the FBiH and RS Ministries of Agriculture, Forestry, and Water Management, the participating municipalities and civil society organizations.

The MDG-F Environment and Climate Change Programme entitled “Mainstreaming environmental governance: linking local and national action in BiH” is supported through the MDG-F as a contribution to enhance the national ownership of the MDGs achievement. The Programme is jointly implemented by five UN Agencies (UNDP, UNEP, UNESCO, FAO and UNV) in partnership with the BiH Ministry of Foreign Trade and Economic Relations, the FBiH and RS Ministries of Agriculture, Forestry, and Water Management, the participating municipalities and civil society organizations.

Linked to UNDAF Outcome 1.5, *Increased government and independent research institutions capacity to analyze strategize and advocate sustainable development and equitable growth*, the Joint Programme aims to address and overcome the significant barriers faced in effectively delivering environmental services and management at the local level in BIH, namely:

1) Improve local level environmental planning by developing effective participatory environmental methods;

2) Enhance management of environmental resources and delivery of environmental services by improving environmental service delivery mechanism, and

3) Increase national environmental awareness and action, localizing and achieving the MDGs, by assisting the public institutions to assess the existing legal institutional framework in order to produce t

According to the final evaluation report[[37]](#footnote-37) the following results were achieved:

1. Training: 37 local LEAP coordinators were directly trained in two workshops during the LEAP development process itself (ref Indicator 3.1a target of 15); 108 civil servants benefited from the capacity building activities through four cycles of training including themes on budgetary formulation and environmental planning, and an up-dating of the LEAP methodology manual to integrate ENV JP experience; 527 members from Local Action Groups were trained in the LEAP process, in DPSIR[[38]](#footnote-38) methodology, environmental planning concepts, public participation approach, problem analysis, assessment of measures/priorities, budget integration, and implementation of monitoring plans (ref. Indicator target 3.1c of 150. Altogether 12,418 people (LEAP Coordinators, Local Action Groups, consultants, NGOs, public/private companies, citizens, etc.) have been participating in the various LEAP activities through public meetings and questionnaire surveys.
2. LEAPs and SEAPs: Support has been provided for Local Environmental Action Plans, leading to 37 new Action Plans (raising the total now to 98) (ref. Indicator 3.1b above) to underpin the development of local environmental governance capacity and introduce planning methodologies in municipalities. The focus has been on local ownership of problems and solutions, with meaningful public participation. Moreover, five Sustainable Energy Action Plans (SEAPs) have been developed, which had not been foreseen in the CPAP.
3. Micro-capital grants: Municipalities have demonstrated their effective resource management as partners in the micro-capital grants scheme, distributing 19 grants (ref Indicator 3.1d above, and target of 40 grants) of up to 50% of the project cost, in support of actions identified in the Plans to solve the most pressing problems. This has involved project identification, planning and acquiring co-funding. The success of the scheme is that some 54% co-funding has been obtained (ref. Indicator 3.1e above), mainly from municipalities themselves. Grants have been carefully allocated, encouraging innovation, and the results measured. In practice there has been a focus on energy efficiency projects which give rapid payback.
4. Policy development and mechanisms: Local level developments, lessons and best practice have been used to influence policy development and mobilise awareness on environmental issues. Nationally, the complex legal and institutional background for environmental governance has been reviewed and a ‘road map’ prepared; a Designated National Authority for the Kyoto Protocol established, and a gap analysis for an Environmental Information System prepared for BiH’s future environmental administration. A project website has ensured that project details, lessons learned, and best practices are shared, and sources of environmental advice are made widely available.

### 3.3.2. Biodiversity conservation.

*Government at all levels, together with public utilities, private sector and CSOs has increased awareness and knowledge to develop and implement specific initiatives in the area of the biodiversity. All the initiatives are engendered.*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 3.2.** Government at all levels, together with public utilities, private sector and CSOs has increased awareness and knowledge to develop and implement specific initiatives in the area of the biodiversity. All the initiatives are engendered. |
| **Indicator 3.2.a:** Extent to which biodiversity protection is integrated in cantonal spatial plans |
| ***Baseline:*** work in progress (tbd); |
| ***Target 2013:*** 10 % improvement |
| **Indicator 3.2.b:** Number of government officials and inspectors with increased understanding and knowledge of the ecological values of natural systems and ways for their proper management |
| ***Baseline:*** 0; |
| ***Target 2010/2011:*** 10 (M/F); ***Target 2012:*** 10 (M/F) |

**UNDP support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***UNDAF*** | Code | Title | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
|  | 60010 | [Mainstreaming Karst Peatlands Conservation Concerns into Key Economic Sectors - KARST](http://www.undp.ba/index.aspx?PID=21&RID=78) | 316 | 254 | 202 | 104 |  | 876 |
|  |  | *Sub-total 3.2* | *316* | *254* | *202* | *104* | *0* | *876* |

**Results achieved**

1. [Mainstreaming Karst Peatlands Conservation Concerns into Key Economic Sectors - KARST](http://www.undp.ba/index.aspx?PID=21&RID=78) (60010)

Funding sources: GEF

National partners: MOFTER (BiH), Federal Ministry of Spatial Planning, MAFWM Canton 10, Ministry forCcivil Engineering, Reconstruction, Spatial Planning and Environment, Canton 10, Bosansko Grahovo, Livno,and Tomislavgrad Municipalities

The project promotes conservation and sustainable management practices for maintaining the Karst Peatlands in Livanjsko polje, which with an area about 41,000 hectares, is the most important peatland in Bosnia and Herzegovina. It also represents a significant part of the Cetina River catchment area, influencing water availability including in neighbouring Croatia. One of the main barriers to mainstream Karst biodiversity interests in spatial and sector policies is that Cantons and municipalities lack capacity for analysis of economic and environmental strengths, weakness, opportunities, and threats related to possible options of land use at Karst areas.

In order to address the three major threats to the Karst peatlands, stemming either from productive activities, or from unsustainable use of Karst fields by local people, namely: 1) Unsustainable water management practices resulting in disturbances in the Karst peatland water balance important for flood and dry meadow biodiversity; 2) Peat extraction; 3) Un-ecological behaviour patterns among rural people, the project therefore:

1. Assisted with the preparation of a biodiversity policy instrument - a Cantonal spatial plan; further, through replication and co-financing, the project will trigger biodiversity-friendly local spatial panning at all karst-lying cantons and municipalities in Bosnia and Herzegovina;
2. Introduced municipal-level regulations for karst field biodiversity use by local population parallel to strengthening enforcement capacity of municipal and cantonal officers and inspectors;
3. Developed by-laws and methodological guidance on ecologically safe peat mining, and test it at 750 hectares of karst peatlands; and
4. Promoted an international (Croatia-Bosnia and Herzegovina) formal agreement and plan for cross-border water management plan.

The project was the subject of a Mid-Term Evaluation (MTE) in June 2011[[39]](#footnote-39), and a Final Evaluated in March 2013[[40]](#footnote-40) This gave the following results as of June 2011, which should be up-dated on receipt of the Final Evaluation:

In response to the project objective is “To strengthen the policy and regulatory framework for mainstreaming the requirements for conservation of karst and peatland biodiversity into productive sectors (mining, water use) and spatial planning at Cantonal level.” As of the mid-term evaluation, the project was on track to achieve the project objective, although it recommended that need for revised indicators and targets that more directly reflect the activities and potential achievements of the project, with particular reference to the project’s work on the transboundary water management agreement between BiH and Croatia. Furthermore, the project was delayed by financial difficulties of the contracted company in the completion of the Canton 10 spatial plan. This plan was due to incorporate biodiversity considerations but were subsequently resolved (to be verified with final evaluation report). Beyond the spatial plan, the other project results to date (as of June 2011, to be up-dated) relate to:

Outcome 1. Integration of biodiversity considerations regarding karst and peatland in the spatial planning process, including the development and adoption of incentives at the municipal level for pro-biodiversity businesses, the micro-grant program, the development of municipal by-laws and policies for sustainable use, and strengthening enforcement capacity among municipal and Cantonal officers and inspectors.

The project has financed several integrated technical studies supporting the mainstreaming of biodiversity in spatial planning for the region, strengthened the capacity of fifteen municipal and Cantonal officers and inspectors through a study tour to Slovakia, and provided on the ground training on similar ecologically valued areas to those in BiH. It also developed maps for water protection zones and established capacities for environmental monitoring. Under the micro-grants program, three proposals were approved relating to the Breeding and Reintroduction of Freshwater Crayfish, Creativity and Tradition Leading to the Economic Stability of Returnees; and Improvement of Beekeeping production.

Outcome 2 Water use and mining policies in BiH so that they reflect karst and peatland biodiversity conservation requirements. These relate particularly to the development and validation of by-laws and methodological guidance on ecologically friendly peat mining in the 750-hectare area where peat extraction is taking place. This outcome also included work on the transboundary water management agreement between Croatia and BiH, the sharing of lessons on sectoral mainstreaming for peatlands and karst biodiversity as well as public outreach and awareness raising activities.

### 3.3.3. Mitigation and adaptation to climate change.

Government at all levels has awareness, knowledge and takes effective actions in the area of mitigation and adaptation to climate change. All the actions have mainstreamed gender issues and include CSO and private sector.

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 3.3.** Government at all levels has awareness, knowledge and takes effective actions in the area of mitigation and adaptation to climate change. All the actions have mainstreamed gender issues and includes CSO and private sector |
| **Indicator 3.3.a:** DNA established |
| ***Baseline:*** 0; |
| ***Target 2011:*** 1 |
| **Indicator 3.3.b:** Number of Clean Development Mechanism projects benefitting from carbon trade facility |
| ***Baseline:*** 0; |
| ***Target 2014:*** 10[[41]](#footnote-41) |
| **Indicator 3.3.c:** Estimated CO2 emissions avoided |
| ***Baseline:*** 0; |
| ***Target 2013:*** 5,837 tCO2e ????[[42]](#footnote-42) |
| **Indicator 3.3.d:** Established biomass energy market in Bosnia and Herzegovina |
| ***Baseline:***: 0; |
| ***Target 2014:*** Yes |
| **Indicator 3.3.e:** Number of government officials and inspectors with increased understanding and knowledge of the effective actions in the area of mitigation and adaptation to climate change |
| ***Baseline:*** 0; |
| ***Target 2011:*** 10 |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project tittle | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 54816 | Strengthening Capacities in BiH to Address Environmental Problems through Remediation of High Priority Hot Spots (9 cities?. Tuzla) | 1,220 | 25 |  |  |  | 1245 |
| 71207 | “Strengthening Capacities in BiH to Address Environmental Problems through Remediation of High Priority Hot Spots” (W. Balkans Environmental Programme) | 460 |  |  |  |  | 460 |
| 40124 | Climate change Enabling Activities Self-Assessment | 20 |  |  |  |  | 20 |
| 75699 | [Enabling Activities for the Preparation of Bosnia and Herzegovina’s Second National Communication to the UNFCCC (PIMS 4497)](http://www.undp.ba/index.aspx?PID=21&RID=100) |  | 149 | 172 | 144 | 35 | 500 |
| 73081 | Climate change facility for BiH cities | 87 | 131 | 73 | 51 |  | 342 |
| 54633 | [BiH Biomass energy for employment and energy security (PIMS 3880 MSP)](http://www.undp.ba/index.aspx?PID=21&RID=75) | 177 | 181 | 232 | 378 |  | 968 |
|  | *Sub-total 3.3* | *284* | *461* | *500* | *614* | *0* | *1,859* |

**Results achieved**

**1) Strengthening Capacities in BiH to Address Environmental Problems through Remediation of High Priority Hot Spots (54816 and 71207)**

The Western Balkans Environmental Programme carried out a 36-month, approximately USD 15 million programme to achieve an improvement in the environmental situation and quality of life for citizens living in and around polluted areas through least-cost measures, improved local and national policy dialogue and the supply of domestic professional services in the environmental sector.

The programme was implemented in six countries/territories of the Western Balkans: Albania, Bosnia and Herzegovina, Montenegro, Serbia, the FYR of Macedonia and the UN Administered Territory under Security Council Resolution 1244 Kosovo, and was dealing with remediation of 11 environmental hot spots. In each of the participating countries/territories programme activities were divided into three main components: (i) Clean up of environmental hot spot locations; (ii) Institutional strengthening and capacity development in relation to improving environmental management; and (iii)Public awareness raising at the local level about the necessity of environmental protection and planning.

The project in Bosnia and Herzegovina concerned changing the local energy supply system for a particular user group (two health clinics and a residential community) at the municipal level in order to close down heavy polluting plants for the (public health) benefit of its own urban population. Therefore, the hotspot project in BiH addressed the following locations in Tuzla: (i) University Clinic Center, Gradina; (ii) Hospital for Pulmonary Diseases and Tuberculosis, Slavinovici (iii) Local Community of Dragodol/Tusanj. Supporting the vision of Tuzla municipality to become the first energy efficient municipality in BiH, the campaign to raise public awareness and activities related to institutional strengthening and capacity development organized throughout the project implementation, all addressed and were closely related to the subject of energy efficiency.

The main policy document on environmental issues in BiH, used for the development of the hotspots project, was the National Environment Action Plan (NEAP)(2003) prepared by ministry officials, scientists and NGOs, with the support of the World Bank. It identifies 8 priority areas: water resource management and wastewater treatment, sustainable development in rural areas, environmental management (information systems, integral planning and education), protection of biological and landscape diversity, waste and waste management, the economy and sustainable development, public health and de-mining. This all corresponded to the BiH Country Programme Outcome “Strengthened national capacity in sustainable environmental management” and the UNDAF Outcome “Strengthened accountability and responsiveness of government to pro-active citizens”, as they both aim at supporting environmental protection activities in BiH, especially in relation to the lack of environmental policy, legislation and its implementation, poor public participation in environmental protection and sustainable development, and unsustainable rural and urban development.

The works at Gradina Clinic Centre were completed in January 2010, and in Slavinovici Hospital in July 2010.[[43]](#footnote-43)

**2. Climate Change Facility for BiH Cities (73081)**

Funding sources: UNDP

National partners: City of Banja Luka, BiH MOFTER, RS Ministry of Spatial Planning, Construction and Ecology (MSPCE)

The project assisted in the establishment of a facility that supports cities in Bosnia and Herzegovina. This Climate Change Facility (CCF) supports the development and adoption of Climate Change Action Plans for cities across Bosnia and Herzegovina to enable them to adopt and achieve goals related to climate change. The ultimate aim is to create a network of communities – Climate Change Champions, which will become drivers of change and sustainable development in BiH. In order to contribute to better understanding of energy efficiency and renewable energy sources among BiH citizens, for which a campaign to raise public awareness of energy efficiency and renewable energy sources was foreseen.

The project has provided technical assistance to secure sustainable funding structures for the implementation Sustainable Energy Action Plans (SEAP), including drafting new legislation for environmental funds. This project has supported the development of the SEAP for Banja Luka as a pilot exercise, which will serve as a basis for demonstrating and advocating adoption and implementation of the model in other BiH towns.

The project also helped to develop and implement an Energy Management Information System (EMIS) in BiH which is a web application for monitoring and analyzing energy and water consumption in public buildings., with a view to identifying and implementing energy efficiency measures which result in lower energy consumption and significant financial savings for municipal budgets. Ten locations were identified (9 cities/municipalities: Sarajevo, Banja Luka, Travnik, Trebinje, Bihac, Prijedor, Gradiska, Tuzla, Bijeljina and one canton-Tuzla) as pilots for EMIS implementation. All institutions have appointed contact persons (EMIS coordinators within municipality) and identified initial 3-5 buildings whose characteristics and energy expenditures are to be entered in EMIS. Today, EMIS is implemented in 23 municipalities, has 200 objects registered whose energy spending is measured by more than 500 meters and so far almost 150 public employees have gone through EMIS training (Indicator 3.3.d: Established biomass energy market in Bosnia and Herzegovina). As from 2013 the EMIS is implemented under the MDG-F Environmental governance project.

The project also was active in raising awareness on energy efficiency (EE) (Indicator 3.3.e above), through the development of the *Communication Strategy for Energy Efficiency Awareness Raising in BiH*, completed in June 2011. This campaign identified communication goals, channels and tools, adapted for BiH from a similar Croatia project, including educational brochures and manuals (*200 EE Advices*, *1 Ton CO2 Challenge*, *Green Office* handbook *Green Office* workbook, *Manual for Energy Audit in Buildings*, *Manual for Daily and Weekly Analysis for Energy Expenditures*, *Energy Management in Cities*, *Implementation of EE Measures-Financial Aspects*).

**3. Biomass energy for employment and energy security (54633) (2009 – 2013)**

Funding sources: GEF

National partners: Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MOFTER),RS Ministry for Education and Culture; RS Ministry of Industry, Energy and Mining; RS Ministry of Agriculture, Forestry and Water Management

Bosnia and Herzegovina has significant biomass energy resources, mainly in the form of wood and forest products, on which the rural population in particular is highly dependent on wood for energy. Despite the large potential for creating energy out of these resources, a number of interrelated market barriers - including the limited availability of financing, a lack of business models and management skills, limited information availability and low awareness - combine to restrict the self-sustaining growth of this market.

The project is working to remove these barriers and provide support to this emerging market focusing on the conversion of energy sources from thermal (oil) to biomass in public establishments.

The project has assisted in installing and retrofitting biomass boilers in primary schools in the three municipalities of the Srebrenica region (Srebrenica, Bratunac, Milići), with the aim of reducing CO2 emissions by 80,000 tons over 15 years (Indicator 3.3.c: Estimated CO2 emissions avoided). These activities will also contribute to job creation, community poverty alleviation and improved quality of heating. Additionally, through an education program in the primary schools of the three municipalities, the project will increase awareness on the biomass energy and energy efficiency among young students in the area.

The project was evaluated in April 2012.[[44]](#footnote-44) which gave an overall rating of the Project as “satisfactory” in its progress to reach of its target of effective delivery of 10 biomass energy systems to reach the Project target of 10 schools. It assessed its sustainability as “likely” subject to RS government commitment to finance and nstall biomass boilers in public buildings, to complement the three pilot boilers financed by the project. One of the positive outcomes from the Project has been the formation of the BiH National Biomass Association (NBA) that should serve to strengthen another Project outcome, raising awareness of the benefits and business opportunities of biomass energy. The Project also provided indirect assistance, through the Bihac regional UNDP office, for setting up biomass boilers for 6 other public buildings, all within the FBiH.

### 3.3.4 Response to international environmental obligations.

*State-level Government in coordination with Entity Government is enabled to respond to its international environmental obligations including EU accession obligations*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 3.4 :** State-level Government in coordination with Entity Government is enabled to respond to its international environmental obligations including EU accession obligations |
| **Indicator 3.4.:** Number of National reports to international environmental convention secretariats completed |
| ***Baseline:*** N/A; |
| ***Target 2013:*** 1 |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| %75699 | [Enabling Activities for the Preparation of Bosnia and Herzegovina’s Second National Communication to the UNFCCC (PIMS 4497)](http://www.undp.ba/index.aspx?PID=21&RID=100) |  | 149 | 195 | 186 |  | 530 |
|  | Sub-total 3.4 | 0 | 149 | 195 | 186 | 0 | 530 |

**Results achieved**

**1. Enabling Activities for the Preparation of Bosnia and Herzegovina’s Second National Communication to the UNFCCC (40124 and 75699)(2010 – 2014)**

Funding sources: GEF

National Partners: MOFTER (BiH), District Brčko, Ministry of Environment and Tourism (FBiH), RS Ministry of Spatial Planning, Construction and Ecology (MSPCE)

This project aims to enable Bosnia and Herzegovina to prepare, produce and disseminate its Second National Communication (SNC) to the Conference of the Parties (CoP) of the UN Framework Convention on Climate Change (UNFCCC) according to Decision 17/CP8 and other guidance provided. The SNC will update and strengthen information provided regarding national circumstances, greenhouse gas inventories, climate change mitigation, vulnerability to climate change and steps taken to adapt to climate change, and information on public awareness, education, training, systematic research and observation, and technology transfer. The project will also increase the capacity to produce subsequent NCs that meet CoP guidelines and inform policies in Bosnia and Herzegovina.

This Project not only supports BiH in meeting its obligations as a UNFCCC signatory but also serves as a significant strategic document for sustainable development, as well as a link between environment protection, climate changes and key socioeconomic development issues. The Project engages over 30 local and international experts from 13 expertise areas.

The project’s objectives and outputs are structured around the completion of various chapters of the Second National Communication, but each activity includes specific aspects focused on creating a sustainable national capacities though training of experts and creation of data management systems:

(i) **Development of a Green-House Gas (GHG) inventory** resulting in an updated GHG inventory with the additional several indirect and synthetic gases not covered in the Initial National Communication (INC).

(ii) **Vulnerability assessment and adaptation measures** resulting in an updated assessment of climate changes in BiH and its vulnerability to climate change.

(iii) Identification of **mitigation measures** in BiH to model potential GHG emission trajectories.( Indicator 3.3.b: Number of Clean Development Mechanism projects benefitting from carbon trade facility).

Updated **chapter on national circumstances** which, in addition to other relevant information related to climate changes in BiH, also includes information in the areas specified in the Article 6 of UNFCCC (education, training, public awareness), Article 4 (technology transfer) and in the Article 5 (climate change research and systematic observation.)

Based on SNC findings, Climate Change Adaptation and Low Emission Development Strategy has been developed. The Strategy identifies priority mitigation and adaptation activities in BiH. Its main goals are to enable BiH access towards international financial institutions and to integrate climate changes in the main development processes.

Furthermore, the UNDP Environment Sector and relevant projects have strengthened national capacity to prepare reports on the compliance of BiH with agreements made in connection with the six international multilateral environmental conventions of which it is a signatory, namely:

1) The UN Convention to Combat Desertification (UNCCD or CCD) whose objective is to combat desertification and mitigate the effects of drought in countries experiencing serious drought and/or desertification.

2) The UN Convention on Biological Diversity (UNBCD or CBD has the overall objective of conservation of biological diversity, the sustainable use of its components and the fair and equitable sharing of benefits arising out of the utilization of genetic resources.

3) Stockholm Convention on Persistent Organic Pollutants (POPs), aims to eliminate or restrict the production and use of persistent organic pollutants with the aim of protecting human health and the environment from chemicals that remain intact in the environment for long periods;

4) The Vienna Convention for the Protection of the Ozone Layer, whose ultimate objective is to protect human health and the environment against adverse effects resulting from human activities which modify or are likely to modify the ozone layer.

5) The Convention on the Protection and Use of Trans-boundary Watercourses and International Lakes (Water Convention) is intended to strengthen national measures for the protection and ecologically sound management of transboundary surface waters and ground3arters, and to [prevent, control and reduce water pollution in these waters.

Since then, very few activities have been undertaken in order to meet the convention commitments, mainly due to the lack of capacity. Hence the primary objective of the NCSA project is to identify country level priorities and needs for capacity building targeted at addressing global environmental issues, and in particular , enhancing the capacity of the country to meet its existing commitments under the above UN conventions. UNEP, with GEF support, has supported national actions to comply with the requirements of these conventions, and particular in relation to:

1. The revision of the National Biodiversity Strategies and Action Plans (NBSAPs) and the Development of the Fifth National Report to the Convention on Biological Diversity (CBD) (see also Output 3.2 above) (project duration January 2013 – December 2014);
2. The development of National Action Plans aligned to the UNCCD 10 Year Strategy and Reporting Process under the UNCCD;

### 3.3.5 Water utilities management

*Improved economic governance in water utility companies for better services to citizens*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 3.5.** Improved economic governance in water utility companies for better services to citizens |
| **Indicator 3.5.:** Improved economic governance in water utilities |
| ***Baseline:*** N/A; |
| ***Target 2012:*** 10 |

**UNDP support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **UNDAF** | **Code** | **Title** | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** |
| 3.2.3 | 62932 (MDG-F) | [Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure - Phase I](http://www.undp.ba/index.aspx?PID=21&RID=97) | 855 | 1,340 | 890 | 209 |  | 3,294 |
|  | 79821 (MDG-F) | [Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure - Phase II?](http://www.undp.ba/index.aspx?PID=21&RID=97) |  | 292 | 37 | 194 |  | 523 |
|  |  | *Sub-total 3.5* | *855* | *1,632* | *927* | *403* | *0* | *3,817* |
|  |  | ***Sub-total 3 Environment & emergy*** | ***4,040*** | ***3,538*** | ***2,826*** | ***2,437*** | ***0*** | ***12,841*** |

**Results**

**1)** [**Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure –**](http://www.undp.ba/index.aspx?PID=21&RID=97) **(62932 and 79821) (2009 – 2013)**

Funding sources: MDG-F (UNDP, UNICEF) ($3.4 million, 2010 - 2

National partners: BiH MOFTER, BiH Ministry of Civil Affairs (MCA), Federal and RS Ministries of Agriculture, Forestry, and Water Management (MAFWM)

13 partner municipalities (Bihać, Bosanski Petrovac, Gračanica, Istočna Ilidža, Istočno Novo Sarajevo, Kladanj, Neum, Petrovac/Drinić, Petrovo, Rudo, Stolac, Trnovo RS, Višegrad)

Relevant Water-utility companies in partner municipalities

The project aimed to address insufficient economic governance and poor infrastructure in Bosnia and Herzegovina’s Water Sector since these issues had precluded duty-bearers and service providers from delivering water services to rights holders in a satisfactory manner. Also lack of quality participation of citizens in the decision-making processes for water sector had deeply affected local communities and local development. The project therefore aimed:

• to give citizens a forum through which they can directly influence decisions that affect their communities and their lives,

• to provide valuable information to duty-bearers and service providers regarding the needs and priorities of the rights-holders, and thereby enable the increased efficiency and efficacy of Water Sector interventions, and

• to provide a forum through which duty-bearers and service providers can deliver important information to citizens.

According to the Final Evaluation report[[45]](#footnote-45), the following results were achieved in relation to its three outcomes::

Outcome 1: Strengthening of inclusion of citizens in the participative municipal governance of water access

The JP helped to develop the format for Multisector Municipal Boards (MMBs), which were later formalized as Commissions for the Promotion of Social Protection (Commissions hereafter) which bring together utility and social service providers at all the partner municipalities. This provided a forum for a better mutual understanding of the needs and constraints of various stakeholders, helping to develop and implement actions which assisted the vulnerable households, including in relation to their access to and affordability of water services.

Outcome 2: Improving economic governance in water utility companies for better services to citizens in targeted municipalities.

Through the work of the Commissions, the water utilities received more exposure to the needs of the poor and the residents; the latter obtained better insights over the work of the water utilities. In 4 municipalities almost 100 vulnerable households received assistance (a) with their water bills, through municipal budget funded subventions, and (b) with getting connections to centralized water supply.

Outcome 3: Strengthening capacity of government for evidence-based policy making and resource planning for equitable water related service provision

Local governance structures for social protection were improved, through developing and testing the vulnerability criteria for each municipality and establishment of referral mechanisms for the protection of the rights of vulnerable households among the social protection, education and health protection sectors.

In terms of impact, the JP helped to improve the country’s standing according to MDG criteria. The JP had positive impact in the local communities, both in terms of improvements in water supply and somewhat easing the life of the vulnerable households in the communities in which it operated. The estimates of direct and indirect beneficiaries stand at around 50.000 according to project reports.

Setting up of the Commissions marked an improvement in the governance of the water services. This is only one example on how good governance was mainstreamed in the JP. Other examples include for example the Commissions becoming truly multisectoral and participatory with enhanced cooperation between various social service providers/sectors.

The JP contributed to the promotion of human rights through the application and promotion of HRBA to identification of vulnerabilities and social assistance. JP also promoted the role of women in local decision making, by mandating participation of women in Municipality Commissions and representation of women’s NGOs in their structures, which is a good example of gender mainstreaming in local governance.

In conclusion, the project more than exceeded its target of “Improved economic governance in water utilities” for ten utilities (Indicator 3.5.: Improved economic governance in water utilities)

**Findings for 2 Energy and Environment**

1. Financial commitments: UNDP assistance to the Energy and Environment programme component amounted to $12,8 million (excluding unknown budgets and expenditures for 2014) or 10% of the total. It was provided through a total of seven projects which were all funded through non-core resources, notably the MDG-F and the GEF.
2. Relevance to UNDAF: Considering that UNDP support to the UNDAF outcome area 3 Environment constituted the major part of all agency contributions, it was evident that it was highly relevant to the achievement of UNDAF outcomes and outputs.
3. Relevance to CPAP: The evaluation reports consulted confirmed that all the projects were relevant to the needs and government priorities, and contributed to the CPAP indicators and targets.
4. Effectiveness: The project reports received (project, evaluation) showed a large range of results achieved, which went well beyond those identified in the CPAP indicators and targets;
5. Efficiency: Without more detailed analysis at a project level, it was not possible to assess efficiency criteria in terms of results achieved vis-à-vis costs. Nevertheless, the evaluation reports received showed that projects had been well managed and delivered their outputs and inputs as scheduled.
6. Sustainability: All the environment projects reviewed placed high priority on strengthening national capacity through systems, policies, training etc., in order to facilitate replication and continuity at the end of UN system support.
7. Achievement of ratings. The CPAP Indicators and targets have been more than fully met.

**Recommendations**

1. Thematic area: In terms of structure, since the Environment is one of the cross-cutting principles of the UNDAF, it is proposed that it should also be considered as a cross-cutting area of the CPAP. This would enable it to support all economic and social sectors.
2. Monitoring: It would be useful for the Environment sector (as all the other CPAP sectors) to prepare annual reviews on the results achieved and the impact of UNDP support to the areas of energy and environment, in relation to the UNDAF and CPAP outcomes, outputs and indicators.
3. Results group: UNDP should play a leading role in the proposed UNDAF Results Group for the Environment, and in the coordination of all UN support in this area.

## 3.4 HUMAN SECURITY

|  |
| --- |
| **UNDAF Outcome 4. HUMAN SECURITY**  **Outcome 4: Government adopts policy, regulatory and institutional frameworks to address human security challenges, including threats posed by communicable diseases and disasters, landmines and small arms and light weapons, armed violence and also addresses issues of migration and women, peace and security.**  Outcome 4.1 Government at central and local level develops regulatory and institutional frameworks to mitigate risk and respond to disasters and outbreaks of communicable diseases, including HIV/AIDS, tuberculosis and pandemic influenza;  Outcome 4.2 State, Entity and Municipal governments in cooperation with local communities improve management of small arms and light weapons, mine action and armed violence prevention;  Outcome 4.3 Government at State level adopts regulatory and institutional frameworks to meet the requirements of international standards and the EU accession process on migration and State border management;  Outcome 4.4: Security and law enforcement sector agencies integrate gender equality issues and mainstreams gender into its policies and protocols and take action to protect women against violence. |
| **UNDP Expected Outcomes 4. HUMAN SECURITY**  **Relevant Institutions at all levels strengthen equal access to justice and the protection of human rights and gender equality values, and develop institutional mechanisms for dealing with the past.** |
| **Indicator 1:** Justice Sector Reform Strategy (JSRS) pillar 3 (A2J related) implemented and national Transitional Justice Strategy developed as JSRS sub-strategy.(**B**: 0, **T**: 3) |
| **Indicator 2:** JSRS sub-strategies - WC Strategy implementation supported.(**B**: 1, **T**: 4) |
| **Indicator 3:** Harmonized legislation in the key areas concerned with the right of the persons with disabilities. (**B**: 0, **T**: 4) |
| **Indicator 4:** Increased number of legal professionals applying SGBV related legislation. (**B**: 0, **T**: 4) |

Table 4. Human Security - Expenditures by CP Outcome

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** |
| **4. HUMAN SECURITY AND JUSTICE** |  |  |  |  |  |  |
| 4.1. Access to justice. | 911 | 1,222 | 960 | 563 | 0 | 3656 |
| 4.2. War crimes processing | 414 | 367 | 195 | 0 | 0 | 976 |
| **Sub-total 4** | **1,325** | **1,589** | **1,155** | **563** | **0** | **4,632** |

### 3.4.1. Access to justice.

Government and stakeholders develop Transitional Justice Strategy and operationalize related mechanisms and develop policies for better access to justice and observance of human rights focusing on SGBV.

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 4.1.** Government and stakeholders develop Transitional Justice Strategy and operationalize related mechanisms and develop policies for better access to justice and observance of human rights focusing on SGBV. |
| **Indicator 4.1.a***:* TJ Secretariat setup to support the TJ WG. Set of A2J indicators and SGBV elevations in place. |
| ***Baseline****:* Lack of strategic approach at national level for TJ issues. A2J indicators not available in BiH, and lack of CD needs assessment in the area of SGBV |
| ***Target 2010****:* National TJ Working Group set up and functioning. Establish indicators for more effective measurement of access to justice (A2J), and asses the needs for CD of stakeholders to combat and prevent SGBV. |
| **Indicator 4.1.b***:* Action plan for the TJ WG developed .Communication capacities of judicial institutions enhanced. Efficient processing of SGBV cases. |
| ***Baseline****:* Absence of action plan for TJ Strategy development. Communication capacities of judicial institutions limited. Lack of policy for PwD.Law level of processed SGBV cases. |
| ***Target 2011****:* Working processes for drafting of the National TJ Strategy established. Communications capacities of Courts/POs in 3 regions in place. Action plan for better observance of the rights of persons with disabilities prepared. Improved institutional networks for preventing &combating of SGBV. |
| **Indicator****4.1.c***:* Access to justice and legal awareness of people enhanced, including legal empowerment of the poor approach, and observance for SGBV and domestic violence. Set of new laws in the key areas concerned with the right of PwD prepared. |
| ***Baseline****:* Limited awareness of access to justice, SGBV and low levels of legal empowerment. Week legal framework concerned with the rights of PwD. |
| ***Target 2012****:* Draft TJ Strategy developed. A2J Outreach and legal aid strategies dev. and implemented. Legislation in key areas concerned with the right of PwD harmonized and Action Plan implementation. |
| **Indicator 4.1.d***:* Two or more TJ mechanisms functional. A2J pillar of the JSRS implementation supported (30%). |
| ***Baseline****:* TJ and A2J mech. not fully functional. |
| ***Target 2013-2014****:* Action Implementation Plan for the recommended transitional justice polices developed. Level of legal awareness and access to justice raised in 3 targeted regions and A2J set indicators assessed. PwD Action Plan fully implemented. |

**UNDP support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| UNDAF | Code | Title | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| **1..3.2** | 70592 | [Access to Justice: Facing the Past and Building the Confidence for the Future](http://www.undp.ba/index.aspx?PID=21&RID=95) | 770 | 925 | 813 | 563 |  | 3071 |
| **2.3.3** | 64118 | [Preventing and Combating Sexual and Gender Based Violence in Bosnia and Herzegovina](http://www.undp.ba/index.aspx?PID=21&RID=88) | 141 | 297 | 147 |  |  | 585 |
|  |  | *Sub-total 4.1* | *911* | *1222* | *960* | *563* | *0* | *3,656* |

**Results achieved**

1. [Access to Justice: Facing the Past and Building the Confidence for the Future](http://www.undp.ba/index.aspx?PID=21&RID=95) (70592)

(Funding from: UNDP ($216,050), UNDP Bureau for Crisis Prevention and Recovery (BCPR) $2,691,818) Denmark ($66,934), Switzerland ($104,100 )[[46]](#footnote-46)

The Project is focusing on two areas: 1) Transitional justice - reflecting specific post-conflict BiH society needs and 2) Confidence building in governmental institutions through increasing access to justice standards and tools. Interventions in both areas are striving towards the same goals, ensuring better respect for human rights and achieving set of guaranteed rights for citizens, especially for vulnerable segments of society with the particular focus on gender related issues.

The aim is to improve the position of BiH citizens seeking the free legal aid in civil, criminal and administrative matter through providing for equal minimum eligibility standards and increasing the quality of service provided. In addition, the citizens will have easier access to legal information, such as laws and by-laws, and more possibilities to gain the information on the work of courts and prosecutorial offices. Better access to justice and observance of human rights provided through increased legal awareness, access to free legal aid and developed communications capacities of judicial institutions and civil society.

Government and stakeholders develop the Transitional Justice Strategy, and operationalize related mechanisms. This will open the space for having post-conflict recovery of BiH society and particular needs of victims better approached and met through more coherent and problem focused governmental strategic policies and action, with particular focus on vulnerable groups, including victims of gender based violence.

1) Transitional justice: Although the prosecution of individuals accused of war crimes constitutes a key indicator of justice being served to the war victims, recovery from conflict and wide-spread human rights violations must also address the broader social and economic consequences of such violations. Fragmental success has been gained from certain governmental attempts so far, such as regulation of status for different victim categories or forming inquire commissions tasked to establish what really happened in certain BiH areas and others. The Project supports governmental efforts to develop strategic framework for dealing with these issues.

Three areas are in the focus: non-judicial facts finding mechanisms, reparation (including status of victims, compensation etc.), memorials and institutional reforms. In parallel, the Project supports capacity development of civil society organizations working in transitional justice area with particular focus on gender based violence.

2) Confidence building in governmental institutions through increasing access to justice standards and tools The lack of minimum equal standards for obtaining the free legal aid service for all BiH citizens who do not have enough financial resources to engage legal professional in, for example, bringing the case before the court, is evident. The Project (through supporting analysis, legislative development and free legal aid providers capacity development) contributes to the governmental efforts aimed at reaching adequate level of minimum access to free legal aid service in civil, criminal and administrative matters for all citizens and establishment of coherent free legal aid system at all governmental levels. The Project also supports development of informal communication channels between the courts and prosecutorial offices aimed at increasing the communication of information to the public, civil society organizations and public and identification and exploring of better tools that will provide for easier access to legal information (legislation, by/law regulations etc) for all citizens of BiH notwithstanding of their education, social and economic background.

No progress, final or evaluation reports were received on this project, thus it is not possible to assess the extent of its impact on achieving the indicators and targets mentioned above.

1. Preventing and Combating Sexual and Gender based Violence (GBV) in BIH (64118),

Finance source: [United Nations Trust Fund in Support of Actions to Eliminate Violence against Women (UN Trust Fund to EVAW)](http://www.unifem.org/untfevaw) ($958,106)

National partners: Gender Centres – BIH, FBiH, RS

The objective of the project was to raise awareness of government officials and service providers at all levels so they are able to appropriately respond to the issue of gender based violence.

No specific indicator or target was included in the CPAP for the area of Combating Violence Against Women (CVAW) although 4.1c might be broadly applicable. An assessment against indicators and targets is thus not possible.

The project has been designed to assist women victims of violence but also the respective government institutions and non-governmental organizations, in order to empower gender-based NGOs to monitor prosecution of GBV cases and practices of the private sector in relation gender equality and problem of sexual harassment in the workplace. It is being used in the training of the judiciary to become more gender-sensitized and informed about better application of relevant domestic legislation and international standards, and in sensitizing law enforcement agencies in dealing with cases of GBV and to incorporate gender in their strategies and policies with the focus on violence against women.

Working directly with officials and NGOs at the municipal level in six selected locations, the project has supported local authorities in establishing formal mechanisms for provision of services to victims of gender based and sexual violence and coordination of health and social services, judiciary, education authorities and law enforcement agencies.

A final report was prepared for the full duration (January 2010 – January 2013[[47]](#footnote-47) which documented the results achieved, which included: Surveys in selected locations to determine how widespread violence in each area is; the establishment of a model for data collection of cases of sexual and gender based violence in BiH. As a result the public at large, governmental officials and service providers have been better informed on GBV and sexual violence issues, and assistance available to victims, through media and advocacy campaign. A final project evaluation was carried out in March 2013.[[48]](#footnote-48).

According to the final evaluation, the main finalized results and effects of the project can be grouped as follows:

1. Supported the development and/or revision of the new entities strategies, as required.

2. Established the Referral Mechanism for better reporting, recording and referring at all levels.

3. Established a data collection and analysis mechanism as the basis for the formulation of appropriate policies and strategies in combating and preventing VAW and SV.

4. Increased the sensitivity and knowledge about VAW and SV of government official, service providers at all levels and to raise a public awareness about GBV in the society.

5. Implemented efficiently and more effectively the national and international legislations related to GBV.

6. Established the prevalence rate of GBV.

7. Developed measures for combating VAW and SV in workplace with the collaboration of related government agencies and private sector.

### 3.4.2. War crimes processing.

*Enhanced capacities for war crimes processing including witness support at all levels in BiH.*

|  |
| --- |
| **Expected Output 4.2.** Enhanced capacities for war crimes processing including witness support at all levels in BiH |
| **Indicator 4.2.a***:* CD plan for war crimes processing implemented. |
| ***Baseline****:* No CD plan in the area of war crimes including witness support (all levels of judiciary). |
| ***Target 2010****:* Courts and POs working in the field of war crimes have increased capacity. Gender Sensitive Assessment of the needs for Witness Support developed. |
| **Indicator 4.2.b*:*** Capacities of national institution for processing of WCC increased. |
| ***Baseline****:* Week capacities of judiciary at entity level for processing of war crimes. |
| ***Target 2011****:* CD of institutions in charge of war crimes processing in BiH in place as per the WC Strategy. |
| **Indicators 4.2.c:** National ownership of the Witness Support mechanisms in place. |
| ***Baseline****:* Insufficient support for victims/witnesses in WC cases. |
| ***Target 2012-2013****:* Transfer of Gender Sensitive Witness Support mechanisms to the national institutions supported. |

**UNDP support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| UNDAF | Code | Title | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 1.3.2 | 62395 | [Building Capacities of Cantonal and District Prosecutors Offices and Courts in BiH to Process War Crimes Cases (SPWCC)](http://www.undp.ba/index.aspx?PID=21&RID=64) | 414 | 367 | 195 |  |  | 976 |
|  |  | Sub-=total 4.2 | 414 | 367 | 195 | 0 | 0 | 976 |
|  |  | ***Sub-total Outcome 4*** | ***1,325*** | ***1,589*** | ***1,155*** | ***563*** | ***0*** | ***4,632*** |

1. **Building Capacities of Cantonal and District Prosecutors Offices and Courts in BiH to Process War Crimes Cases (SPWCC) (62395)**

UNDP Justice & Human Security Cluster is engaged in developing state and cantonal/district judicial/prosecutorial institutions’ capacities in BiH to investigate, prosecute and try war crimes. UNDP commissioned an assessment study(s) to evaluate the capacities of cantonal and district POs/ courts to investigate and prosecute/ process WC cases. The assessment study identified where efforts could be made to strengthen the capacities of local institutions to adequately handle challenging matters.

The SPWCC Project aimed at building capacities of cantonal and district prosecutors’ offices and courts in BiH to process war crimes cases was launched. SPWCC is made of three main components: 1) Capacity building of cantonal/district prosecutors’ offices and courts in BiH and strengthening capacities for victims/witness support, including setting up a victim/witness support network at local level(s); 2) Strengthening capacities of the WC Chambers within the Court of BiH and the BiH Prosecutor’s Office (Activity 2); 3) Regional cooperation and support to BiH strategy on ICTY closure.

The overall objective of this project is to strengthen the capacities of legal and other professionals to investigate, prosecute and try war crimes cases in BiH, to be achieved through three specific components:

1. Capacity building of Cantonal and District Prosecutors’ Offices and Courts in BiH;

Educational workshops for judges and prosecutors were carried out, including five workshops on 2011 for 58 participants from 14 judicial institutions.

* 1. Strengthening capacities in the field of witness/victim support and development of a witness support network for entity prosecutors’ offices and courts;

Two pilot Witness Support Offices (WSO) were established in 2011 which assisted in over 275 criminal cases, and with 440 victim/witnesses and other vulnerable witnesses. A third WSO was established in East Sarajevo in mid-2011.

1. Strengthening capacities of the War Crimes Chamber within the Court of BiH and the BiH Prosecutors’ Office for processing of war crimes cases;

Two annual three day intra-institutional events were organized in 2011 which brought together 130 participants from the Judicial and Prosecutorial Colleges to discuss issues including witness protection, immunity, direct and cross-examination, perjury and the role of witness support staff, criminal jurisdiction and other legal matters.

1. Strengthening regional cooperation with regards to parallel trials, extraditions etc., and support to the BiH Strategy on ICTY legacy and closure.

In May 2011, the BiH Witness Support model developed by the project was shared at a conference in Zadar, Croatia, as well as at a workshop in Zagreb, Croatia n November 2011.

Annual Reports were submitted for 2009, 2010 and 2011.[[49]](#footnote-49)

**Findings**

1. UNDP financial resources: UNDP support to Human Security and Justice amounted to $4.6 million or 3.9% of the total.
2. Impact on outcomes: The lack of explicit information in project reports on the results of UNDP support on the CPAP indicators and targets makes it difficult to assess impact at the outcome and output level.
3. Relevance: UNDP support is extremely relevant to the main issues being addressed of war crimes processing, support to witnesses and victims, and the combating of violence against women. Furthermore, the focus on developing institutional capacity and the training of officials is essential for the promotion of the rule of law is also vital.
4. Effectiveness: The results produced by the three projects concerned have proved to be appropriate and concrete.
5. Efficiency: The projects have been implemented efficiently and on time, with relatively modest resources
6. Sustainability: The emphasis placed on capacity development and training is relevant to long-term sustainability of project support.
7. UNDP management: The former CPAP programme components of 4 Human security and 5 Prevention of Crisis and Conflict were merged into a fourth one “4. Justice and human security”. This brings closer proximity to the UNDAF outcome area of Human Security.

**Recommendations**

1) The Human Security and Justice sector should review the results documented in project reports and summarise them in the light of the CPAP outcome and output indicators and targets mentioned above, and use a traffic light system for ease of presentation and comprehension.;

2. The sector head should ensure that overall results of the CPAP under Human Security and Justice are monitored according to the UNDAF and CPAP indicators and targets for the purpose of ensuring a high level of achievement during the CPAP period.

## 3.5 CRISIS AND CONFLICT PREVENTION

|  |
| --- |
| **UNDAF Outcome 4. HUMAN SECURITY[[50]](#footnote-50)**  **Outcome 4: Government adopts policy, regulatory and institutional frameworks to address human security challenges, including threats posed by communicable diseases and disasters, landmines and small arms and light weapons, armed violence and also addresses issues of migration and women, peace and security.**  Outcome 4.1 Government at central and local level develops regulatory and institutional frameworks to mitigate risk and respond to disasters and outbreaks of communicable diseases, including HIV/AIDS, tuberculosis and pandemic influenza;  Outcome 4.2 State, Entity and Municipal governments in cooperation with local communities improve management of small arms and light weapons, mine action and armed violence prevention;  Outcome 4.3 Government at State level adopts regulatory and institutional frameworks to meet the requirements of international standards and the EU accession process on migration and State border management;  Outcome 4.4: Security and law enforcement sector agencies integrate gender equality issues and mainstreams gender into its policies and protocols and take action to protect women against violence. |
| **Expected Outcome 5**.Strengthened national capacities to prevent crisis and conflict through development and implementation of national Strategies and Action plans for mitigation of risks, threat caused by communicable diseases, improved management of mine action and weapons control, prevention of armed violence and crime and integrated border management |
| **Indicator 1:** The national strategy for Disaster Risk Reduction developed and implemented including the number of plans for improved community resilience to natural disasters (**B**: 0, **T**: 3) |
| **Indicator 2:** Extent to which national and community plans for mine action, and small arms and light weapons control developed and approved including the national plan for elimination of risks and threats posed by the unstable and surplus weapons and ammunition in the country (**B**: 0, **T**: 4) |
| **Indicator 3:** The national and community strategies plans developed and implemented for armed violence and crime prevention and the civilian oversight of defence and security sectors in line with the SAA and Directives (**B:** 0, **T**: 3) |
| **Indicator 4:** Extent to which B&H responds to the requirements of SAA in regards to the Integrated Border Management (**B**: 3, **T**: 5) |

**UNDP support**

Table Distribution of resources - 5. Crisis and conflict prevention

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** | **%** |
| **5. CRISIS AND CONFLICT PREVENTION** |  |  |  |  |  |  |  |
| 5.1. Disaster risk management | 498 | 544 | 0 | 0 | 0 | 1,042 | 0.9 |
| 5.2. Small arms and light weapons, mine action and the elimination of risks | 1,840 | 2,965 | 701 | 1,312 | 2,000 | 8,818 | 7.3 |
| 5.3. Community policing, community security and social cohesion, demobilization and reintegration of soldiers. | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 |
| 5.4. Border management | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 |
| 5.5. HIV/AIDS management. | 2,297 | 1,172 | 9,134 | 4,607 | 5,000 | 22,210 | 18.4 |
| 5.6 Tuberculosis control. | 1,353 | 2,898 | 3,374 | 5,185 | 2,000 | 14,810 | 12.3 |
| **Sub-total 5** | **5,988** | **7,579** | **13,209** | **11,104** | **9,000** | **46,880** | **38.8** |

3.5.1. Disaster risk management

*The national Strategy for Disaster Risk Management, National and community Risk Assessments and Plans and Observatories developed; The Local DRM coordination mechanisms established and operational to develop and implemented integrated community disaster risk projects. Membership of the coordination mechanisms respect gender parity (minimum 30% of other sex)*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 5.1.** The national Strategy for Disaster Risk Management, National and community Risk Assessments and Plans and Observatories developed; The Local DRM coordination mechanisms established and operational to develop and implemented integrated community disaster risk projects. Membership of the coordination mechanisms respect gender parity (minimum 30% of other sex) |
| **Indicator 5.1.a:** Government has the knowledge and resources to develop core policies, establishes risk assessment system and delivers quality disaster management services. |
| ***Baseline****:* the national strategy and the risk assessments do not exist |
| **Target Year 2010:**  Draft Risk Assessment and Plan developed for the Disaster Risk Management and projects at national, entity and community levels; Actions identified to integrate gender perspectives into DRR legislation, policies, programmes and strategies, |
| **Indicator 5.1.b:**The Disaster Risk management coordination mechanisms strengthened to take the lead role in developing and implementing disaster risk management projects at all levels. |
| ***Baseline***: National Strategy and Risk Assessments |
| ***Target Year 2011*:** Draft National Strategy for Disaster Risk management developed; The national risks assessment and the community risk assessments and plans endorsed by the Government and the number of disaster risk projects initiated. The National Strategy and projects are engendered |
| **Indicator 5.1.c:** Number of integrated community disaster risk reduction projects developed and implemented. Gender issues are integrated in all projects. |
| ***Baseline***:10 community risk assessments |
| ***Target Year 2012-2014*: 10** Communities strengthened and equipped with knowledge and tools for the community disaster risks initiatives to develop resilience mechanisms |

**UNDP support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| UNDAF | Code | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
|  | 70072 | Regional Programme on Disaster Risk Reduction (DRR) | 498 | 444 |  |  |  | 942 |
|  | 76170 | Response to floods and islands in N. Bosnia |  | 100 |  |  |  | 100 |
|  |  | *Sub-total 3.5* | *498* | *544* | *0* | *0* | *0* | *1042* |

**Results achieved**

1. **Regional Programme on Disaster Risk Reduction (DRR) (70072)**

Funding source: EC/IPA

National partners

Disaster Management Authorities at national and local-self government level of participating IPA countries; high level political decision makers, government officials and experts from ministries and agencies responsible for disaster risk reduction, European integration, sustainable development, poverty reduction, environment, climate adaptation, education and hydro-meteorological services.

The project forms part of a regional project “Building Capacity in Disaster Risk Reduction through Regional Cooperation” involving Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia, Kosovo (as defined by UNSCR 1244/99), and Turkey.

According to the final Narrative Report[[51]](#footnote-51) its aim was to increase the SEE region's capacity and cooperation in the area of disaster risk management/reduction. This was in the light of their similar geographical characteristics and threats of similar natural hazards such as floods, forest fires, earthquakes and landslides, and similar political, social, economic and administrative changes, which are reflected in their legislative, institutional and organizational frameworks for disaster risk reduction and disaster management.

Through training programmes, consultation meetings and technical assistance, the participating countries were assisted in promoting (i) the mainstreaming of disaster risk reduction into development plans; (i) the development of national DRR strategies for DRR;.(iii) the establishment of National Platforms for Disaster Risk Reduction (iv) the fulfillment of the Priority Action 1 of the Hyogo Framework for Action (HFA); (iv) the establishment of an improved mechanism for regional cooperation through the development of a draft Regional DRR Strategy Outline; (v) the strengthening of the role of Disaster Preparedness and Prevention Initiative in South East Europe (DPPI SEE) as the regional legal entity for monitoring the implementation of the draft Regional DRR Strategy Outline; and (vi) the strengthening of the regional capacities for identification and assessment of risks and hazards in line with the HFA Priority Action 2 through Regional Strategy for Disaster Risk Assessment.

BIH benefited from a National Policy Dialogue on DRR in June 2010 in Sarajevo in the BiH Parliament Assembly Building, which brought together around 60 practitioners in the country in the field of disaster risk reduction, response and development to discuss needs for strengthening the DRR system in Bosnia and Herzegovina, as well as participation in the activities mentioned above.

These activities assisted the BiH authorities to address the indicators 5.1a to 5.1c but further information is required on the results achieved to date for each one.

2. Response to floods and islands in N. Bosnia (100)

### 3.5.2. Small arms and light weapons, mine action and the elimination of risks

*Government at all levels strengthened and develop models and implement plans, including communication strategies for community and municipality initiatives to improve the control and management of small arms and light weapons, mine action and the elimination of risks posed by the surplus of ammunition in the country*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 5.2.** Government at all levels strengthened and develop models and implement plans, including communication strategies for community and municipality initiatives to improve the control and management of small arms and light weapons, mine action and the elimination of risks posed by the surplus of ammunition in the country |
| **Indicator 5.2.a:** Mine Action Strategy implemented in line with the Annual Work Plan; National Strategy and Action Plan for SALW Control implemented and the annual report submitted; Enhanced and harmonized mechanisms for arms control established and implemented through the harmonization of the laws on arms with the EC directives and the establishment of central registry system; Human Security Perception Survey developed; industrial facilities for ammunition processing upgraded in line with the EU and NATO Standards and mechanisms for destruction of surplus ammunition through energy saving established and operational; Gender equality mainstreamed throughout strategy, plans and activities |
| ***Baseline****:* Limited number of Mine action initiatives and SALW Control, limited management and control of weapons and ammunition surplus |
| ***Target 2010:*** State, entity and municipal governments strengthened to develop national and community SALW, Mine Action and Armed Violence prevention initiatives. |
| **Indicator 5.2.b:** Mine Action Strategy implemented in line with the Annual Work Plan; National Strategy and Action Plan for SALW Control implemented and the annual reports submitted; mechanisms for arms control enhanced and harmonized established and implemented and the central registry established and operational; law on Amnesty implemented and number of illegal weapons reduced; industrial facilities for ammunition processing upgraded in line with the EU and NATO Standards and mechanisms for destruction of surplus ammunition through energy saving established and operational; Unstable ammunition destroyed in line with the Annual work plan |
| ***Baseline****:* limited capacities at state and entity and no capacities at municipal level to implement and monitor SALW initiatives, |
| The capacities for implementation and monitoring of mine action activities established and require further upgrades. |
| ***Target 2011:*** State, entity and municipal governments strengthened to implement and monitor national and community SALW and Mine Action prevention initiatives. |
| **Indicator 5.2.c:** Mine Action Strategy implemented in line with the Annual Work Plan; National Strategy and Action Plan for SALW Control implemented and the annual reports submitted; Enhanced and harmonized mechanisms for arms control established and implemented and the central registry established and operational; law on Amnesty implemented and number of illegal weapons reduced through weapons collection; Surplus and unstable ammunition stock destroyed |
| ***Baseline:***limited capacities at state and entity and no capacities at municipal level to implement and monitor the SALW and armed violence prevention initiatives. The capacities for implementation and monitoring of mine action activities established and require further upgrades. |
| ***Target 2012-2014:*** Capacities at all levels strengthened and implementing the SALW, mine action and armed violence prevention initiatives |

**UNDP support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 5,2 | 36097 | Integrated Mine Action Programme | 251 |  |  |  |  | 251 |
| 5.2 | 41575 | [Small arms control and reduction in Bosnia and Herzegovina (SACBiH)](http://www.undp.ba/index.aspx?PID=21&RID=68) | 1,589 | 2,965 | 701 |  |  | 5,255 |
| 5.2 | 84111 | Armed violence prevention programme (AVPP) |  |  |  | 637 |  | 675 |
| 5.2 | 84048 | EXPLODE – Destruction of surplus ammunition |  |  |  | 675 | 2,000 | 2,675 |
|  |  | *Sub-total 5.2* | *1840* | *2965* | *701* | *1,3020* | *2,000* | *8,856* |

**Results achieved**

**1) Integrated Mine Action Programme (36097)**

Funding sources: SIDA, CIDA, UNDP/BCPR

National Partners:

Bosnia and Herzegovina is considered the most mine contaminated land in Europe, and certainly one of the most contaminated in the world. It is understood that there are some 220,000 mines, mostly anti-personnel, and many types of unexploded ordnances (UXOs) still taking lives of innocent victims. In its most recent review conducted in 2008 the BiH Mine Action Committee (BHMAC) estimated that 3,29% of the territory was still mine suspect, with a potential impact on the lives, safety and freedom of over 900,000 people.

Although the Integrated Mine Action Program (IMAP) was carried out during the last UNDAF (2005 – 2009), certain expenditures were made in 2010 and so the project has been included in this Evaluation as one of the projects contributing to the Human Security programme component. It was the subject of an ex-post Evaluation in April 2013.[[52]](#footnote-52)Its focus was on three main components, namely, institutional capacity-building, mine clearance and support to the Bosnian Armed Forces’ (BAF) mine clearance programme. The results were appraised as follows in the above Evaluation:

1. Institutional Capacity Building Component: This component was built on the efforts undertaken by the UNDP in BiH since 1998 on strengthening the country’s mine action institutional structures. The initial assistance aimed at establishing sound national mine action structures to assume responsibility for mine action coordination from United Nations Mine Action Center (UNMAC). The goal of the IMAP was to provide continued support for consolidating and further developing the final elements of a BiH Government capacity - to take full ownership of the management of mine action strategy, policy and activities in BiH including fiscal support to the BHMAC.
2. Mine Clearance Component: The initial goal was to clear over a five-year period approximately 4,000,000 sqm of selected areas of significance for economic development and returns. This figure was eventually reduced to 2,600,000 sqm. The areas were identified on the basis of the Landmine Impact Survey (LIS) and transformed into specific clearance tasks.
3. Support to BAF´s Mine Clearance Capacities Component: BAF was identified in the IMAP as a key stakeholder to be supported in order to facilitate and maintain the indigenous mine clearance capacities needed for mine action to be undertaken in a consistent manner. Therefore, the goal of IMAP in this project component was to support the establishment of a sustainable BAF demining capacity to undertake mine clearance operations in a more autonomous, sustainable and effective manner by providing critical operational support.

According to the evaluation, the IMAP made a considerable contribution to demining activities and increased and strengthened capacities of national structures. Its interventions were highly relevant to the needs and priorities of the project partners and a high level of project ownership was ensured throughout the project. IMAP was assessed to be highly effective in the management of mine action strategy and policy was fully carried out by State. BHMAC is today fully capable of designing, coordinating and monitoring demining activities throughout the country. A National Strategy was developed and updated for the period of 2009-2019 with a vision of “a country free of mines.” The drafted and updated national Demining Law has not yet been adopted in the national Parliament.

CPAP Indicator 5.2a, 5.2b and 5.2c envisaged “Mine Action Strategy implemented in line with the Annual Work Plan£”. This is in the process of being achieved, in line with the 2010 and 2011 Targets.

**2)** [**Small arms control and reduction in Bosnia and Herzegovina (SACBiH)**](http://www.undp.ba/index.aspx?PID=21&RID=68) **(41575) (2005 – 2012)**

Funding sources:

Total budgets as of 16/2/2012 $10,153,291 from AECID (Spain) ($388,802), Belgium ($191,816), Denmark ($273,214) DFID - United Kingdom Department for International Development ($963,538 );European Union ($6,825, 262), Italy ($42,135) , Norway through BCPR ($312,000); Spain ($354,610), Sweden ($110,752 ), Sweden and Germany through BCPR ($695,000 , Swedish Armed Forces ($124,793), Sweden through BCPR ($554,655), Netherlands($105,545), Netherlands through BCPR ($123,283), UNDP Bureau for Crisis Prevention and Recovery (BCPR) ($26,779), United Kingdom through BCPR ($24,644) [[53]](#footnote-53)

National partners

Ministry of Defense of BiH, National Coordination Board for SALW Control, Brcko District Police, Ministry of Security of BiH, OSCE, EUFOR, NATO, Joint Defense and Security Committee of the Parliamentary Assembly of Bosnia and Herzegovina,National Team for Implementation of the Community-based Policing Strategy in Bosnia and Herzegovina, Ministry of Internal Affairs of Republika Srpska, Federal Ministry of Internal Affairs, Ministry of Security of Bosnia and Herzegovina.

The objectives of the project have been to (i) support institutions in Bosnia and Herzegovina by establishing an appropriate legal framework that will set out small arms control policies; (ii) The implementation of the SALW Awareness Raising Campaigns; (iii) Support the adoption of SALW collection and voluntary surrender amnesty legislation and will continue its activities by providing support to partners in the fight against the illegal use of SALW (iv) Implement a pilot Safer Communities project, in partnership with selected municipalities to achieve a better quality of life at the community level by identifying and addressing community security needs, and by supporting community authorities in providing better security-wise services to its citizens.

According to the Final Report of the project [[54]](#footnote-54), in partnership with the national Small Arms and Light Weapons (SALW) Coordination Board, the project has supported government institutions in BiH with implementing the SALW Control Strategy and its annual action plans by improving country's security environment.

In particular it worked with the Ministry of Defense to [dispose of weapons](http://www.undp.ba/download.aspx?id=2502) and ammunition surpluses in an environmentally friendly manner and to strengthen stockpile management processes and disposal policies. In aiming to accelerate the ammunition disposal process in Bosnia and Herzegovina, SACBiH improved ammunition disposal capacities and capabilities by enabling destruction of a wide-range of ammunition arsenals. This has been achieved through the commission and installation of state of the art ammunition disposal machinery.

With regard to community safety, the SACBiH Safer Communities pilot project has been implemented in five municipalities across Bosnia and Herzegovina through the implementation of a community-based policing philosophy and improving the responsiveness of these communities to the security needs of their citizens.

The project has assisted in the attainment of the indicators mentioned above (5.2a to 5.2.c)

**3) Armed violence prevention programme (AVPP) (84047) (2013 - …)**

Funding source: UNDP/BCPR

National partners:

The overall objective of the Armed Violence Prevention Programme is “to enhance the capacity of the Government of BiH and local communities to prevent armed violence, policy development support and advocacy”. The Programme supports Outcome 4 (Human Security) of BiH’s UNDAF[[55]](#footnote-55), whilst contributing to Outcome 2 (Social Inclusion).

The AVPP project is designed as a Joint Programme, in order to operationalize initial resources mobilized from BCPR, and was started in early 2013. The Initiation Plan will be supported in implementation by UNDP with UNICEF, UNFPA, UNWOMEN, UNV as Responsible parties for the share of activities related to their area of responsibility. The main purposes of the project are to support:

4.1. The development of data collection mechanisms on armed violence, community safety, and gender based violence with purpose to ensure informed reviewing, updating, and improving of armed violence prevention policies. During the inception period, the project has (i) carried out surveys to ascertain public perceptions on n on Safety, Security and Gender-based Violence in the target communities, and (ii) assisted in preparatory steps for the ratification of Istanbul Convention on Preventing and Combating Violence Against Women (ICPCVVAW).

4.2. The enhancement of local community safety mechanisms and strengthening capacity of government institutions and civil society organization to prevent and respond to armed and other forms of violence. Preliminary activities have been carried out in relation to the following : (i) Community Safety and Security, (ii) Mine Action; (iii) Weapons Collection Campaign, (iv) Domestic, Gender-based and Sexual Violence and (v) Armed Violence Prevention in Schools.

4.3. The promotion of the armed violence prevention as a comprehensive and multi-faceted concept at all levels of government and public through awareness raising and joint advocacy. Preliminary activities have been carried out to in connection with (i) Violence Against Women Awareness Raising, and (ii) Mine Action Awareness Campaign.

According to the Inception Report (January – March 2013)*[[56]](#footnote-56)*The Programme extended its support not only to 3 communities as originally planned but to 5 communities/regions. Over 100 state official and police officers were trained on gender-based violence, community safety and security and arms control topics. Although mine action had envisaged mine risk education and mine victims support, the mine action now includes the mine clearance. It is anticipated that over 30,000 individuals will benefit from the mine action during the Inception Period. The Programme, moreover, has included weapons collection campaign that is planned to reach its peak in September 2013. The school-based juvenile violence prevention programme receives a lot of attention and interest in partner communities. In addition, B&H became the world leader and number 1. in outreach and media awareness for the “Lend Your Leg” mine action campaign reaching directly over 2,000 individuals. Violence against women awareness raising campaign successfully fights the gender and masculinity stereotypes getting more and more supporters every day.

**4) Explosive Ordnance and Remnants of War Destruction (EXPLODE) (84048)**

Funding source: EC

New pipeline project – information not available.

### 3.5.3. Community policing, demobilization and reintegration of soldiers.

*The Government and national mechanisms at all levels strengthened to develop and implement strategies and plans for community policing, community security and social cohesion, support to human rights based demobilization and reintegration of soldiers and to control defense and security sector reform processes.*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 5.3.** The Government and national mechanisms at all levels strengthened to develop and implement strategies and plans for community policing, community security and social cohesion, support to human rights based demobilization and reintegration of soldiers and to control defense and security sector reform processes |
| **Indicator 5.3.a:** National Strategy for Community Policing for 2010 implemented and 4 community projects launched. Gender Equality mainstreamed throughout Strategy and Annual work Plan implementation |
| Joint committee for Defence and Security of BiH Parliament Assembly strengthened and equipped with knowledge to improve and conduct civilian oversight of the defense and security sectors and its defense reform processes |
| ***Baseline****:* National Strategy for Community Policing adopted. |
| ***Target year 2010:***State, entity and municipal governments strengthened to develop national and community strategies and plans for Community Policing and the civilian oversight of defence and security sectors strengthened |
| **Indicator 5.3.b:** Community Security Forums monitor and evaluate the community policing initiatives; |
| Military parliamentary Commissioner institution strengthened for monitoring of human right based demobilization and reintegration process of soldiers |
| Number of community security plans developed and implemented in the municipalities with ongoing UNDP initiatives primarily support to local economies and social inclusion initiatives; the Joint Committee for Defence and Security strengthened to control the defence and security sectors; national and local authorities strengthened and a number of community security and social cohesion initiatives launched |
| ***Baseline****:* Limited number of Community Security forums in BiH that are only identifying the security risks and threats; limited capacities of the Military parliamentary Commissioner; no community security and social cohesion initiatives and limited oversight of defence and security sectors |
| ***Target Year 2011*:** State, entity and municipal governments strengthened to develop national and community strategies and plans for Community Policing and Community Security, and the civilian oversight of defence and security sectors strengthened |
| **Indicator 5.3.c:** Establishment of crime observatories; national strategy and action plan including the structure of the Military parliamentary commissioner endorsed by the Parliament of BiH; Number of community security plans developed and implemented in the municipalities with ongoing UNDP initiatives primarily support to local economies and social inclusion initiatives |
| ***Baseline:***There is no crime observatories and risk analysis capacities; there is no strategy and action plan for the Military parliamentary Commissioner (MPC); limited capacities of the MPC; limited control of security and defence sectors |
| ***Target Year 2012-2104:*** National capacities strengthened to analyse security risks and crime levels and to develop responsive strategies and plans for crime and armed violence prevention and the civilian oversight of defence and security sectors strengthened |

**UNDP Support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **UNDAF** | **Code** | **Title** | **2010** | **2011** | **2012** | **2013** | **2014** |  |
|  |  | Brcko police station | 0 | 0 | 0 | 0 | 3,0000 | 0 |
|  |  | *Sub-total 5.3* | *0* | *0* | *0* | *0* | *0* | *0* |

**Results achieved**

Pipeline project (EC funding)

1. **Brcko police station**

Clarification is required on whether UNDP provided support to the achievement of the outputs and indicators mentioned above.

### 3.5.4. Border management.

*Government at levels strengthened to control and manage the BiH borders and risks and to conduct risk analysis in line with the EC Directives and Accession requirements.*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 5.4.** Government at levels strengthened to control and manage the BiH borders and risks and to conduct risk analysis in line with the EC Directives and Accession requirements. |
| **Indicator 5.4.a:** Assessment of the capacities of Joint risk Analysis centre for the establishment of the central database ; the central database for the Risk Analysis established and operational; Decrease of number of trafficking of dangerous goods reduced; Increase of number of reported and processed cases |
| ***Baseline****:* Limited capacities of Ministry of Security and Border Police for implementation and monitoring of IBM Strategy |
| ***Target 2010*:** The Border Control and Management mechanisms and institutions strengthened to develop and implement the National Integrated Border Management of BiH |
| **Indicator 5.4.b:** The central database for the Risk Analysis established and operational ; Enhanced Control of trafficking of dangerous goods; increase of number of reported and processed cases related to human trafficking and trafficking of dangerous goods |
| ***Baseline****:* The IBM Strategy is not fully implemented and the activities are led by international organizations |
| ***Target 2011:*** the National Integrated Border Management of BiH implemented and activities led by the Government institutions |
| **Indicator 5.4.c:** |
| Enhanced technical capacities of Border police, Joint centre for risk analysis and implementation of national strategy for combating the trafficking of human and illicit proliferation of weapons and other dangerous goods |
| ***Baseline****:* Progress lacking as reported in the EU Progress reports for 2008 and 2009. |
| ***Target 2012-2014:*** |
| Capacities of border control increased to analyze and mitigate the security risks including the prevention of trafficking of dangerous goods. |

**UNDP support**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **UNDAF** | **Code** | **Title** | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** |
|  |  |  | 0 | 0 | 0 | 0 | 0 | 0 |
|  |  | Sub-total 4.4 | 0 | 0 | 0 | 0 | 0 | 0 |

**Results achieved**

No information received on UNDP support in this area. Clarifications are required.

### 3.5.5. HIV/AIDS management.

*Improved prevention of the spread of HIV and increased survival rates of PLWHA, including strengthened national capacity to manage GFATM grants*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 5.5.** Improved prevention of the spread of HIV and increased survival rates of PLWHA, including strengthened national capacity to manage GFATM grants |
| **Indicator 5.5.a:** Number of youths included in education and information sharing on HIV/AIDS |
| ***Baseline***: N/A; |
| ***Target 2011***: 200.000 young people reached (M/F); |
| ***Target 2011***: 1.600.000 condoms distributed |
| **Indicator 5.5.b:** Number of persons with increased risk for HIV/AIDS, including Roma communities and former displaced persons included in education and information sharing on HIV/AIDS |
| ***Baseline***: N/A; |
| ***Target 2011***: 15200 persons reached (M/F); |
| **Indicator 5.5.c:** Number of Voluntary Counselling and Testing (VCT) supported including number of people received voluntary counseling and testing |
| ***Baseline***: tbd; |
| ***Target 2011***: 19 VCT supported; |
| ***Target 2011***: 36000 |
| **Indicator 5.5.d:** Number of trained health and non health staff on HIV/AIDS co-infections with Tuberculosis |
| ***Baseline***: 799 health and non health staff |
| ***Target2010: 654*** |
| ***Target 2011: 30*** |
| **Indicator 5.5.e:** Number of IDUs on methadone program |
| ***Baseline***: tbd; |
| ***Target 2011***: 1000 (M/F); |
| **Indicator 5.5.f:** Number of PLWHA provided by relevant treatment |
| ***Baseline***: tbd; |
| ***Target 2011***: 150 (M/F); |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ID | Project | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| 53291 | [Coordinated National Response to HIV/AIDS](http://www.undp.ba/index.aspx?PID=21&RID=90)[[57]](#footnote-57) | 2,297 | 1,172 | 24 |  |  | 3,493 |
| 76377 | [Scaling up Universal Access for Most at Risk Populations in Bosnia and Herzegovina (HIV/AIDS Round 9)](http://www.undp.ba/index.aspx?PID=21&RID=90) |  |  | 9,110 | 4,607 | 5,000 | 18,717 |
|  | *Sub-total 5.5* | *2,297* | *1,172* | *9,134* | *4,607* | *5,000* | *22,210* |

**Results**

**1) Coordinated National Response to HIV/AIDS and Tuberculosis in a War-torn and Highly Stigmatized Setting (53291)**

Funding sources: GFATM ($11,042,255)[[58]](#footnote-58)

National partners: Ministry of Civil Affairs Bosnia and Herzegovina, Federal Ministry of Health, Ministry of Health and Social Welfare of Republika Srpska, Department of health and other services, Brcko District, Public Health Institute of Federation of Bosnia and Herzegovina, Public Health Institute of Republika Srpska,NGO Association for sexual and reproductive health

NGO Consortium PROI/XY/Q, NGO Viktorija,NGO Margina, NGO Poenta, NGO Partnerships in Health, NGO Action Against AIDS, NGO World Vision,

Bosnia and Herzegovina is still considered a low HIV prevalence country. The first case of HIV was registered in 1986 and until now Bosnia and Herzegovina has registered 134 people as HIV positive. Groups identified as being at a higher risk for HIV include: injecting drug users, men who have sex with men, sex workers and their clients, cross-border migrants, migrant workers, internally displaced people, refugees, prisoners and Roma. However, more recently the virus has been diagnosed among people with no history of travel and can thus be considered as domestically acquired.

The objectives of the project are to: Maintain the low level of HIV prevalence in Bosnia and Herzegovina through increased access to high quality services and reduced stigma and discrimination attached to HIV/AIDS.

The overall ownership of the project remains with the Government of Bosnia and Herzegovina and the Country Coordination Mechanism (CCM), while UNDP, as the nominated Principal Recipient, is responsible for the overall management of the programme.

The project works to prevent the spread of HIV, especially in vulnerable groups, and to increase survival rates of people living with HIV one year after diagnosis from 25 percent to 90 percent by establishing voluntary counseling and testing services and a referral system and increasing access to quality services. The project also works to decrease the stigma and discrimination against people living with HIV/AIDS – an obstacle to HIV/AIDS prevention and care.

The Final Report of the project[[59]](#footnote-59) described the substantial results achieved and activities carried out in connection with its seven main objectives of: 1) Scaling-up information, education, communication/behavioural change, communications (IEC/BCC) and prevention education amongst the youth; 2) Scaling-up information, education, communication/behavioural change, communication (IEC/BCC) with groups with increased risk of HIV/AIDS infection; 3) Improving access to and quality of voluntary counselling and testing; 4) Preventing co-infection between those suffering from HIV/AIDS and Tuberculosis. 5) Improvingf harm reduction services; 6). Introducing HIV prevention into Roma communities and for former displaced persons; 7). Providing universal free access for PLWHA for ARV, the treatment of opportunistic infections, hospitalisation, psychosocial counselling and palliative care.

The project would be in the best position to provide results achieved in connection with the outputs and indicators 5.5a to 5.5f.

2) Scaling up Universal Access for Most at Risk Populations in Bosnia and Herzegovina (HIV/AIDS Round 9) (76377)

No information available.

### 3.5.6. Tuberculosis control.

*Strengthened DOTS strategy and national capacity to manage GFATM grants*

**CPAP indicators and targets**

|  |
| --- |
| **Expected Output 5.6.** Strengthened DOTS strategy and national capacity to manage GFATM grants |
| **Indicator 5.6.a:** Number of trainings for TB doctors, nurses, F.Ds. and laboratory staff |
| ***Baseline***: N/A; |
| ***Target 2010***: 13; |
| ***Target 2011***: 19; |
| ***Target 2012***: 19. |
| **Indicator 5.6.b:** Number of FLD provided to TB patients |
| ***Baseline***: N/A; |
| ***Target 2010***: 1850 |
| ***Target 2011***: 1850 |
| ***Target 2012***: 1850 |
| **Indicator 5.6.c:** Adopted the new Stop TB strategy |
| ***Baseline***: NO; |
| ***Target 2012***: YES |
| **Indicator 5.6.d:** Created web page on TB |
| ***Baseline***: NO; |
| ***Target 2012***: YES |

**UNDP support**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Project** | **n** | **2011** | **2012** | **2013** | **2014** | **Total** |
| 58183 | [Further Strengthening of DOTS Strategy in Bosnia and Herzegovina](http://www.undp.ba/index.aspx?PID=21&RID=94) | 1,353 |  |  |  |  | 1,353 |
| 76387 | [Further Strengthening of DOTS Strategy in Bosnia and Herzegovina](http://www.undp.ba/index.aspx?PID=21&RID=94) |  | 2,898 | 3,374 | 5,185 | 2,000 | 13,457 |
|  | *Sub-total 5.6* | *1,353* | *2,898* | *3,374* | *5,185* | *2,000* | *14,810* |
|  | *Total 5* | *5,988* | *7,579* | *13,209* | *11,104* | *9,000* | *46,880* |

**Results achieved**

**1) Further Strengthening of DOTS Strategy in Bosnia and Herzegovina(58183, 76387)**

Funding sources: GFATM ($5,804,158) (2007 – 2012)[[60]](#footnote-60)

National partners: BiH Ministry of Civil Affairs (MCA), Federal Ministry of Health (MH), Ministry of Health and Social Welfare (MHSW)(RS), NGO World Vision, Red Cross Society Bosnia and Herzegovina, Department for Health (DH) and other services of the Government of Brčko District

The project is working to strengthen the laboratory network, and the system of monitoring and evaluation of tuberculosis (TB) in Bosnia and Herzegovina – with the goal of offering quality TB services to all, and facilitating access to services for those who need them most.

Although BiH was declared a Directly Observed Treatment Short course (DOTS) country in 1996, not all components have been fully implemented nation-wide. DOTS is the internationally recommended strategy for TB control that has been recognized as a highly efficient and cost-effective strategy.

The project focuses on populations in Bosnia and Herzegovina that suffer from poverty and are most vulnerable to TB. Through a network of nurses and technicians, the project support activities related to quality DOTS for TB patients and groups that are vulnerable to TB, visits and direct observation of short course treatment of TB patients. Nurses also carry out prompt identification of suspected TB cases among families and other contacts through follow-up visits to the homes of TB patients and referral of suspect cases for TB to health care services.

Furthermore, the Red Cross Society in Bosnia and Herzegovina has four mobile teams that identify TB cases through screening visits to vulnerable populations (centres for internally displaced people, Roma settlements, prisons, mental institutions, and homes for the elderly), and refer suspected cases to health care services. The project also supports procurement of first line and second line pharmaceuticals for Bosnia and Herzegovina.

No reports have been received which might show project results vis-à-vis outcome and output indicators 5.6a – 5.6d. The TB/DOTS project would be in the best position to provide results achieved in connection with the outputs and indicators 5.6a to 5.6d.

**Findings on 5. Crisis and Conflict Prevention**

1. Design:

The design of this programme component[[61]](#footnote-61) in the CPAP as an Outcome of 4. Human Security but with a different number (5) is confusing. It should have either been numbered as 4.2, or else given a separate UNDP Outcome number 5. The broadening of the title to Justice and Human Security by merging of the two expected outputs from 4. Human Security[[62]](#footnote-62) is logical, as is the transfer of the two health-related outputs[[63]](#footnote-63) to 1. Governance and Social Inclusion.

Regrettably the CPAP Results and Resources Framework was not revised at the same time to ensure consistency between CPAP design, implementation and monitoring. The consequence has been that the present CPAP evaluation has been based on the original RRF design, while CPAP implementation since 2012 has been based on one with revised programmatic components. Inevitably this makes the task of monitoring more difficult.

1. Financial commitments.

The original CPAP design shows 5. Crisis and conflict prevention as the largest programme component with $46.9 million or 38.8% of total expenditures and commitments (see Table 7, under 3.5 above). However when combined under 4. Human security, allocations are as follows:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Thematic area | 2010 | 2011 | 2012 | 2013 | 2014 | Total | % |
|  | **4. Justice and Human Security** |  |  |  |  |  |  |  |
| 4.1 | Access to justice | 911 | 1222 | 960 | 563 | 0 | 3,656 | 25.2 |
| 4.2 | War crimes processing | 414 | 367 | 195 | 0 | 0 | 976 | 6.7 |
| 5.1 | Disaster risk reduction | 498 | 544 | 0 | 0 | 0 | 1,042 | 7.2 |
| 5.2 | Mine action | 1,840 | 2,965 | 701 | 1,312 | 2,000 | 8,818 | 60.8 |
| 5.3 | Community policing and security | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 |
| 5.4 | Border management | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 |
|  | Total 4. Justice and human security | 3,663 | 5,098 | 1,856 | 1,875 | 2,000 | 14,492 | 100.0 |

3.) Monitoring

The Results-Oriented Annual Reports (ROAR) for 2010, 2011 and 2012 are the nearest equivalent to CPAP reviews and provide much relevant information. They categorise performance at the outcome level in terms of “some progress”, “Significant progress”, “Target reached or surpassed”, or “no change” (ref 6.5.2 and Table 11), but not at the Output level (of which there are 63).

There is a need to break down the five programmatic areas into their respective thematic or outcome areas (

**Recommendations**

1. The rearrangement of project portfolios by combining Human Security and Prevention of Crises and Conflicts is logical, including the transfer of HIV/AIDs and TB/DOTS to Governance and Social Inclusion. Programme officers should continue to ensure that projects are monitored according to the approved CPAP and RRF, and UNDAF.
2. RRF Outputs and indicators/targets should be revised to reflect actual project outputs and indicators achieved.

# 4. FINDINGS

In addition to the Findings and Recommendations given for each of the programmatic areas in chapter 3, the following more generic recommendations are given below.

These are compatible with those of the UNDAF Evaluation, and are closely linked to them. They can be summarized as follows:

## 4.1 CPAP design

### 4.1.1 Alignment with UNDAF

The CPAP is aligned to the UNDAF but has chosen to divide the UNDAF Outcome 4 Human security into two: 4 Justice and Human Security and 5. Prevention of crises and conflicts. Subsequently, UNDP sectors were rearranged in2012 to bring together Governance and social inclusion under 1, integrate most of the Social inclusion projects under 2. Regional and rural development, and merge the 5. Prevention of crisis projects into 4. Justice and human security. See table 8 below.

Table Alignment of CPAP Programme Components with UNDAF and UNDP Sectors

|  |  |  |
| --- | --- | --- |
| UNDAF | CPAP | UNDP Sectors (from 2012) |
| 1. Democratic governance | 1. Democratic Governance | 1. Governance and social inclusion[[64]](#footnote-64) |
| 1. Social inclusion | 1. Social inclusion | 2. Regional and rural development[[65]](#footnote-65) |
| 1. Environment | 3. Environment and efficiency | 3. Environment and energy |
| 1. Human security | 4. Human security | 4. Justice and human security |
|  | 5. Prevention of crisis and conflict |  |

### 4.1.2 Revision of Results and Resources Framework (RRF)

Even though no major changes appear to have taken place in relation to the implementation of on-going project activities, the restructuring of project responsibilities along the lines of the four UNDP Sectors shown in the third column above, represented a major change in the architecture of the CPAP and ownership of its programming components. The consequence of this is that the basis for monitoring the CP changed, thus making it difficult to compare results in 2013 with the original CPAP design, and hindering any meaningful monitoring process..

The above restructuring should have been accompanied by a revision of the Results and Resources Framework (RRF) so that CPAP design was consistent with implementation reality. But this was not carried out, thus creating major challenges for the evaluation process. Recommendations are given under 5.2.1 (ii) Up-dating and revision of RRF and use as a monitoring tool.

### 4.1.3 Absence of reference to projects

UNDP Guidelines do not require projects to be indicated in CPAPs. The absence of any mention of projects either in the CPAP text or in the Results and Resources Framework (RRF) is thus compliant with standard procedures. However, the absence of any such mention of projects as tools to help achieve the UNDAF and CPAP planned outcomes and outputs makes the attribution of results to projects all the more difficult.

The Evaluation Report has tried to address this situation by the inclusion of projects in the text of chapter 3 and in Annex 4 Implementation and Resources Management Matrix according to suggested outcomes. This has been helpful as a means of tying to link projects with outcomes and outputs, but the suggested location needs to be confirmed or revised by Sector Coordinator and project managers.

### 4.1.4 Project names

Project titles are sometimes not clear in terms of their focus, or cover several outcome or output areas, hence the need to clarify n advance the precise CPAP outcome or output they are designed to address. Identifying projects in advance and their respective CPAP location can help to avoid confusion and facilitate clustering and monitoring.

## 4.2 CPAP implementation

All the project evaluation reports reviewed followed a similar methodology whereby they were asked to comment on the four OECD/DAC evaluation criteria of relevance, effectiveness, efficiency and sustainability. Observations are as follows:

### 4.2.1 Relevance

Evaluation reports have all confirmed the relevance of the projects evaluated. However, it could be argued that projects would not be requested or implemented in the first place unless they are relevant to national needs and international mandates.

### 4.2.2 Effectiveness

Evaluation reports have also highlighted the effectiveness of all projects in terms of the results obtained. While there may have been certain implementation delays, the CPAP evaluation has noted the high level of satisfaction of all the evaluation missions with the results of UNDP support at the project level.

### 4.2.3 Efficiency

Evaluation missions have commented favourably on project results in terms of their delivery of inputs and outputs, management systems in place,

### 4.2.4 Sustainability

Evaluation reports have also reflected on sustainability issues once projects are completed. These describe the measures taken to strengthen institutional capacity through training, organisational reforms, structures and systems.

### 4.2.5 Other criteria

While the use of the above four criteria may be appropriate on a project –by-project basis, extending this to the CPAP as a whole, which is made up of more than 30 projects in very different areas, is more questionable. Nevertheless, the following observations can be made on the CPAP as a mechanism for delivering UNDP support:

1. CPAP relevance: The CPAP document and the Results and Resources Framework provide useful summaries of UNDP support, as well as a breakdown by programmatic area, outcome, output and indicator.
2. CPAP effectiveness: The CPAP document and the RRF are not as effective as they should be in terms of their use as tools for programming, monitoring and evaluation.
3. Linkages with UNDAF: While the four CPAP programmatic areas are consistent with the four UNDAF outcome areas, the absence of the numbers of the corresponding UNDAF outcomes and outputs makes linkages more difficult to identify and monitor.
4. Formatting of RRF: Individual rows should have been given in the RRF for each outcome, output, indicator and target instead of being grouped in single boxes. This would facilitate editing and avoiding time-wasting in formatting. The use of an Excel format, then copied to the CPAP as a Word document would have produced a more user-friendly format;
5. Inclusion of planned projects and budgets: Individual projects, with their IDs and planned budgets, should have been identified as inputs for the achievement of the outputs, with totals given of planned support for each outcome. This would have helped to group the use of UNDP resources according to UNDAF and UNDP outcomes and outputs and to monitor their contributions.
6. CPAP efficiency:

Efficiency can be understood in terms of the value of results (outputs) in relation to the use of inputs (financial, human and material) over time, or how economically or optimally financial, human and technical inputs have been used to produce outputs. This would be carried out by an assessment of management procedures, practices and operational and institutional mechanisms in planning, coordinating, managing and executing resources allocated for its implementation.

Efficiency as applied to projects is different to that applied to a CPAP. With a project, it is relatively easy to compare project costs with outputs delivered, while with a programme of more than 30 projects, assessment is more difficult given the need for comparable data and evaluation criteria between projects.

In the case of the BiH CPAP, information on performance in these and related areas has not been collected in a systematic way. Nevertheless, meetings with staff and stakeholders, as well as a review of reports gives a positive impression of the capacity and performance of UNDP to deliver substantial assistance (averaging about $25 million per year) through individual projects, whose performance and results receive satisfactory assessments in evaluation reports.

1. CPAP sustainability:

Ensuring sustainability of the results of the CPAP beyond the lifespan of individual projects depends very much on the measures taken by each project to establish the capacities and mechanisms for the continuity of the activities of each one. The reviews of evaluation reports suggested that sustainability factors had been taken into consideration of the design and implementation of each project. But ultimately sustainability would be dependent on national and entity resource availability and political will to ensure continuity on the cessation of UNDP support. For UNDP, the eventual need for continued assistance to consolidate the results achieved, and to extend them on a larger scale, would depend on the availability of funding from donor partners, a situation which cannot always be assured at a time of diminishing resources.

## 4.3 Resource mobilisation

Table Distribution of resources by UNDP Programme Component and year ($'000)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Programmatic area | 2010 | 2011 | 2012 | 2013 | 2014 | Total | % |
| 1. Democratic Governance | 4,328 | 4,306 | 1,962 | 6,139 | 3,418 | 20,153 | 17.2 |
| 2. Social inclusion | 8,104 | 7,437 | 6,873 | 4,404 | 5,986 | 32,804 | 28.0 |
| 3. Energy and Environment | 4,040 | 3,538 | 2,826 | 2,437 | 0 | 12,841 | 10.9 |
| 4. Human Security and Justice | 1,325 | 1,589 | 1,155 | 563 | 0 | 4,632 | 3.9 |
| 5. Crisis and Conflict Prevention | 5,988 | 7,579 | 13,209 | 11,104 | 9,000 | 46,880 | 40.0 |
| GRAND TOTAL | 23,785 | 24,449 | 26,025 | 24,647 | 18,404 | 117,310 | 100.0 |

### 4.3.1 UNDP resources

UNDP provides the largest financial contribution to the UNDAF, with an estimated total of $128 million to date out of the $$181 million UNDAF total for the period 2010 -2014.

With new projects in the pipeline, it is expected that UNDP’s contribution will increase by a further $50 million by the end of the cycle, including in the context of joint projects with other agencies..

UNDP’s own resources are derived from several sources which are administered from the HQ level:

1. TRAC 1 and 2, allocated to BiH on the basis of UNDP HQ criteria, amounting to about $400,000 per year (check) or $2.0 million for the CPAP period (check);
2. TRAC 3 for emergency response (about $100,000 contributed to date)
3. Thematic Trust Funds (TTF)
   1. TTFG – Governance
   2. ..
4. BCPR, but for which funds are donated by contributing governments.

It should be noted that due to the restructuring of project portfolios into sectors, and the redistribution of certain projects into new clusters or sectors, a certain amount of distortion has taken place, particularly in relation to Democratic Governance, Rural and Regional Development and Justice and Human Security, in comparison with the planned resource distribution in the UNDAF document.

### 4.3.2 Non-core resources

UNDP’s contribution is remarkable for the high proportion of funds mobilised from other sources, but administered by UNDP. This would suggest a high degree of UNDP capacity and trust in the management of partner funds, from government, multilateral and bilateral sources.

Non-core resources can be categorized as follows:

1. Government CS (Cost Sharing) represents all CS agreements signed with any level of the government in BIH. It is recognized by distinctive fund code 30071.
2. All other cost sharing agreements (bilateral donor governments, development agencies of foreign governments, third party, CSO/NGO) are classified as Cost sharing and recognized by fund code 30000.
3. Country co-financing is special fund where UNDP credits all interest earned on CS and Govt CS, which UNDP in agreement with the Government of BIH uses for co-financing of UNDP projects/programmes in the country (reflected under UNDP controlled core and non-core programme funds). Up until recently private sector CS was administered under specific fund code 30076, but this has been discontinued.
4. Programme cost-sharing was probably misspelling, as it can only relate to Programme Country CS which is actually Government CS. The source is as explained above any level of the government in BIH (state, entity, canton, municipality).
5. Bilateral cost-sharing: Netherlands contribution always comes as CS under fund code 30000.  SIDA funding, as of two years ago comes as CS under fund code 30000. (Up until two years ago, SIDA contributions were all administered through special fund 54050 managed by HQ.) (see (ii) above.
6. EC funding, although de facto CS, is still administered as closed TF but now under one unique fund code for EC/EU which is 30079.
7. Japan contributions would usually be CS with fund code 30000, but CO BIH had special Japan fund for BIH (US$ 30 million fund signed in 1997) of which the last balances are being spent under fund code 32041. If Japan funds from are received from HQ-managed Japan Fund it is usually administered under fund code 32045.
8. MDG Fs were all administered as CS, under fund code 30000, because all MDG F funded projects were joint programmes with pass-through funding arrangement, whereby the MPTFO (Multi Partner Trust Fund Office in NY) was providing administrative services to all participating UN agencies. As per the MPTF Office instructions these funds were administered as 30000 – CS.

In order to facilitate understanding of sources of funding, the “Template for recording sources of funding for UNDP CPAP” in Annex 6 could help to organize information already available on an annual basis compiled by the Programme and Operational Support Unit[[66]](#footnote-66).

Table 10 Sources of funding for UNDP-assisted projects (2010 - 2014)

|  |  |  |  |
| --- | --- | --- | --- |
| **Source of funds** | **2010-2013 Expenditures and 2013-2014 budgets[[67]](#footnote-67)** | **%** | **Code numbers** |
| UNDP sources |  |  |  |
| 1. TRAC 1, 2 |  |  | 1. 1 |
| 2. TRAC 3 |  |  | TRAC 3 041XX |
| 3 DSS/DAS. |  |  | 04400 – DSS, 11999 – DAS, 11888 |
| 4. UNDP TTFs |  |  | All funds that start with 2XXXX (for example 20003 - DGTTF, 26920 – BCPR fund, etc.) |
| S-T UNDP funding |  |  |  |
| UNDP-administered funds |  |  |  |
| 1. MDG-F |  |  | 30000 |
| 2. GEF |  |  | 62000 |
| 3. GFATM |  |  | 30078 |
| 4. UNHSTF |  |  |  |
| 5. UNV |  |  | all fund codes with 7XXXX |
| 6. PBF |  |  |  |
| 7. Country co-financing (interest on CS) |  |  |  |
| Sub-total UNDP-administered funds |  |  |  |
| Multi-bi Cost-sharing |  |  |  |
| 1. EU/EC: |  |  | 30079 (used to be 456XX in previous years) |
| 2. Netherlands |  |  | 30000 |
| 3. Japan |  |  | 32041 |
| 4. SIDA |  |  | 54050 |
| 10.Japan TF for BIH |  |  | 32041 |
| Sub-total –Non-core funding |  |  |  |
| 4. Government cost-sharing |  |  | 30071 |
| 1.Government (BiH, FBiH, RS) |  |  |  |
| 2. Municipalities |  |  |  |
| Sub-total Government CS |  |  |  |
| Total – UNDP-administered funding |  |  |  |
| Source: Programme and Operations Support (POS) – Aggregation of annualized Financial Status tables for 2010 – 2014 (March 2013) | | | |
| Source: Annualized figures received from Programme and Operational Support Unit (POS) and aggregated by year by MA  1) as MDG F will be all expended this year, maybe this category can be renamed to MPTF JP where we expect to have UNHSTF, PBF etc.) | | | |

|  |  |  |  |
| --- | --- | --- | --- |
|  | Source of funds | $ | % |
| 1 | Govt of BiH | 2,784,247 | 6.8 |
| 2 | European Commission | 2,485,171 | 6.1 |
| 3 | Czech Rep. | 150,000 | 0.4 |
| 4 | Denmark | 66,935 | 0.2 |
| 5 | Japan | 848,927 | 2.1 |
| 6 | Spain | 133,869 | 0.3 |
| 7 | Sweden | 2,497,210 | 6.1 |
| 8 | Switzerland | 4,918,200 | 12.1 |
| 9 | United Kingdom | 261,678 | 0.6 |
| 10 | USA | 193,200 | 0.5 |
| 11 | GFATM | 25,314,471 | 62.1 |
| 12 | UNDP non TRAC 1 | 670,000 | 1.6 |
| 13 | UNICEF | 26,840 | 0.1 |
|  |  | 40,350,748 | 99 |

Table 11 Agreements on non-core resources received by UNDP (2010 - 2013)

## 4.4 CPAP management

Staff meetings of UNDP programme managers take place on a weekly basis during which matters relating to UNDP projects and support are discussed. In addition, smaller meetings of the four sector coordinators take place with the DRR on a regular basis.

It would appear that there is no formal UNDP technical committee to review CPAP RRF implementation either at the level of sector coordinators or at a technical working level. As a result, no formal monitoring reports exist to describe project results and impact in relation to CPAP, with the exception of the ROAR.

The absence of an UNDAF working committee made up UNDAF Outcome Working Groups representatives would appear to reduce the pressure to establish a corresponding UNDP committee to monitor UNDP support to the UNDAF. The establishment of such a committee by UNDP, with the proposed M & E specialist providing the secretariat, would is recommended in order to ensure that adequate CPAP monitoring takes place (see 4.5.3 below)..

## 4.5 Monitoring arrangements

### 4.5.1 Project monitoring

Project Management Boards were established for each project which have met as scheduled and quarterly reports were prepared for each one as required. From the reports received, it is evident that monitoring at the project level has been carried out effectively, with good reporting outputs.

### 4.5.2 Results Oriented Annual Reports

The results of UNDP support have been documented in the Results-Oriented Annual Report (ROAR) prepared on-line to provide UNDP Headquarters with project information according to HQ requirements and criteria.

The ROAR includes tables which provide the latest data on results achieved in connection CPAP outcome indicators only (for which baselines and targets are given) and not outputs. Assessments on 2012 indicators status are given in the tables for each of the four Outcomes (Governance, Social Inclusion, Energy and Environment and Human Security) in terms of “Some progress”, “Significant progress”, “Target reached or surpassed” or “no change”. The assessments for 2012 have been reproduced in Annex 4 Monbitoring ratings tab, and aggregated, as follows:

Table 12 ROAR classification of results at Outcome level

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Programmatic areas | Some progress | Significant progress | Target achieved | No change | Total |
| Sub-Total Outcomes - 1 Governance | 1 | 0 | 2 | 3 | 6 |
| Sub-total Outcomes - 2. Social inclusion | 1 | 1 | 2 | 0 | 4 |
| Sub-total Outcomes - 3 Energy and Environment | 2 | 2 | 1 | 0 | 5 |
| Sub-total Outcomes - 4 Human Security | 1 | 3 | 0 | 0 | 4 |
| Total | 5 | 6 | 5 | 3 | 19 |

Unfortunately, similar assessments have not been made at the output level of which there are a total of 62 for the five CPAP Programmatic areas. This is best done by project management due to familiarity with implementation and reports. Such an exercise should be carried out to provide a more meaningful assessment of results achieved in relation to deliverables.

The Monitoring Ratings Tab in Annex 4 could be used to provide more detail on results achieved, and the corresponding ratings at the output level.

### 4.5.3 CPAP monitoring

The CPAP document envisaged that “Monitoring and evaluation of the programme will be guided by the UNDAF results matrix to which the country programme is aligned, This will be challenging due to the data deficit the country suffers, best illustrated by the lack of a census since 1991 Projects will pay particular attention to establishing baseline data and UNDP will contribute to support the statistical agencies. The RC Office has established an M & E Unit for joint UN programmes and this unit will also provide M & E support to individual agencies. The participatory mechanisms that have been used for preparation of the CPAP will be used for setting up of the Outcome Boards.”.

It was foreseen that the Implementing Partners and UNDP would conduct annual planning and review meetings for all programmatic areas, usually in the last quarter of each year. The purpose would be to revisit the annual and CPAP results and resources framework and prepare for the following year’s AWPs.

However, it appears that no systematic CPAP reviews have taken place, except in the context of the ROAR, resulting for example in an annual CPAP review report in conjunction with UNDAF monitoring. Furthermore, no monitoring matrix on CPAP results has been prepared, with traffic light ratings, along the lines of the monitoring matrix prepared for the UNDAF for 2010 and 2011 and up-dated through Annex 9 of the UNDAF Evaluation Report.

It would have been useful for the present Evaluation process if a CPAP monitoring matrix had been prepared in advance with the assistance of sector heads and programme managers in order to document results achieved in relation to the output indicators and targets given in the CPAP Results and Resources Framework (RRF), together with traffic light ratings assessment.

## 4.6 Findings on substantive review

Summary Findings on each of the five programme components are given at the end of sections (3.1, 3.2, 3.3, 3.4, 3.5) of chapter 3. Review of Substantive Results.

# RECOMMENDATIONS

## 5.1 In relation to the Terms of Reference

The following recommendations (see chapter 5) are given in relation to the four main points of the Terms of Reference:

5.1.1 Bottlenecks and entry points: *Identify bottlenecks and entry points for improved implementation towards achieving CPAP outcomes*;

1. Substantive priorities: UNDP should give increased attention to strengthening capacity for economic development and employment in the context of the Rural and Regional Development sector. Apart from the large SRRP support ($14.2 million), only three projects (VCE, GIM, YERP) are directly focused on this area, with total funding of $6.3 million, all of which were completed by 2013. [[68]](#footnote-68)

Considering the importance of creating sustainable incomes and employment, this should be an area of high priority, and within UNDP’s mandate, with good possibilities for collaboration with agencies such as ILO, UNIDO, FAO, IFAD and the World Bank;

A similar recommendation for the UNDAF was made in the UNDAF Evaluation Report, while proposing a new outcome area for the next UNDAF for “Economic development and employment”.

1. Governance, policies and institutions::Continued support is required to address the needs in a pragmatic way, of governance at the state, entity, canton and municipal levels, and to try and harmonise policies, legislation, institutional capacity and approaches at each level.
2. CPAP management: In order to strengthen overall CPAP management, it is recommended that, if it does not exist already, a CPAP steering or management committee or Board, made up of the DRR and Sector Coordinators, and an M & E specialist and co-opted members, meet on a regular basis to aspects all aspects of CPAP implementation to review progress and operational issues, and to make recommendations in terms of policies, priorities, procedures and monitoring; Such a committee would help to identify and address any bottlenecks which emerge, and entry points for solutions;
3. CPAP Monitoring: In order to strengthen overall CPAP monitoring, and to facilitate cross-referencing, it is proposed that:
4. Reporting on UNDAF: Project reports should explicitly include a section on results achieved in relation UNDAF outcomes and outputs, and their corresponding indicators and targets. This section would be up-dated with each report, and summarized in the proposed UNDAF and CPAP monitoring formats (ref. RRF revision (see 5.2.1 (ii).

This will help to ensure that project managements consciously seek to achieve UNDAF goals, and have a tool for including monitoring statements and traffic light ratings in reports which can then be used in annual CPAP reviews and Results Group monitoring. This exercise will no doubt reveal that UNDAF indicators may not be broad enough or relevant to UNDP project activities. This may therefore require a redefinition of UNDAF goals to respond to changing needs, and ensure that the UNDAF is a living document,

1. Reporting on CPAP: Likewise UNDP projects should explicitly refer to the relevant CPAP indicators (and numbers) and report on their contributions to their achievement (Ref suggested use of Annex 5 as a CPAP monitoring format (see 5.2.1 (ii).

This will also help project managements to align support to achieve these targets as well as report on results. As for the UNDAF, this may reveal inconsistencies between CPAP goals and project support, thereby requiring a possible broadening or redefinition of CPAP indicators or of project goals, on a continuing basis;

1. Monitoring and Evaluation Specialist: An M & E specialist should be appointed in order to ensure that CPAP monitoring is carried out effectively and efficiently and to up-date UNDP’s data base on a continuous basis.

This person would be a member of the UNDAF M & E Group and would play a key role in promoting common approaches and data bases, and ensuring that adequate documentation is in place for future UNDAF and UNDP reporting and reviews.

5.1.2 Monitoring of evaluation criteria**:** *Assess the contribution of UNDP to the development goals given in the CPAP according to the standard set of evaluation criteria of relevance, effectiveness, efficiency and sustainability;*

In order to ensure that all UNDP support complies with the four evaluation criteria of of relevance, effectiveness, efficiency and sustainability, Sector Coordinators and Project Managers should ensure that attention is given to these criteria at all time, and that reporting on them should be a standard requirement of all progress and annual reports.

This would help CPAP and UNDAF annual reporting, and the maintenance of a consistent data base.

5.1.3 Achievement of CPAP outcomes**:** *Assess the extent to which CPAP Outcomes are being achieved and necessary actions to improve performance;*

As mentioned above, the evaluation considers that good progress has been made towards the achievement of outcomes and outputs. But the absence an effective CPAP monitoring system which tracks the achievement of indicators and targets given in the RRF has not made it possible to establish a comprehensive picture of outcome or output achievement. Instead, the evaluation has had to rely on broad reviews of project final and evaluation reports, in which the information provided is not always comparable. The recommendations given under 1. and 2 above should be go some way to addressing this shortcoming.

5.1.4 Revision of outcome indicators**:** *Improve the structure of outcome indicators.*

A review of the indicators showed that while many were being addressed, many projects were carrying out activities whose indicators were not included in the CPAP RRF. There was therefore lack of connections between CPAP indicators and those included in project documents. While inevitably the RRF cannot cover all project activities, its use as a monitoring tool is severely limited since it is not broad enough to cover all areas.

It is recommended that the CPAP steering/management committee/board review this question, in conjunction with the proposed UNDP M & E specialist (and/or UNDAF Research, Development, Monitoring and Evaluation Specialist ) to revise the RRF in order to incorporate the same outcomes and output indicators as are given in project documents.

This would also require the inclusion of projects along the lines of Annex 5, so that the tools for achieving CPAP results, i.e. projects, are correctly placed in the RRF.

## 5.2 Other considerations

The following recommendations correspond to the Findings mentioned in chapter 6 above and re closely linked to those given in the UNDAF Evaluation Report. They can be summarised as follows:

### 5.2.1 CPAP design

**(i) Alignment with UNDAF**

In order to show clear linkages between the UNDAF and the CPAP, the relevant UNDAF outcomes and outputs (with numbers) should have been given in the CPAP document and its Results and Resources Framework (RRF). As discussed in 6.1.1 above, this would have helped to ensure that UNDP’s support to UNDAF was systematically borne in mind at the design stage design and that its own corporate objectives and mandates were reflected at every stage of implementation, management and monitoring. It would also have greatly facilitated alignment with the UNDAF and monitoring of performance against both UNDAF and CPAP outcomes and outputs.

While is too late to correct these CPAP design shortcomings, this situation should no longer arise with the proposed new UNDAF since there will no longer be a need for agency CPAPs. Instead, agency annexes will summarize agency support to each results area, and the corresponding UNDAF outcomes and outputs.

**(ii) Up-dating and revision of RRF and use as a monitoring tool**

The RRF should have been revised in line with the restructuring of programme portfolios in 2011 or 2012. It is thus strongly recommended that the RRF is urgently revised so as to ensure that the CPAP design is consistent with the division of programme or sector responsibilities, and to provide an up-to-date basis for monitoring. As it happens, several projects, particularly the newer ones have no clear place in the RRF or are not linked to outputs or indicators included in it, thus weakening the use of the CPAP as a relevant framework for UNDP support.

In order to redress this state of affairs, the RRF should be up-dated as a matter of urgency. It is suggested that the Excel format of Annex 5 is used, thereby ensuring that each indicator has its own row and the addition of figures is possible.[[69]](#footnote-69)

It is also suggested to adjust the format of the RRF to expand its use as a more useful design and monitoring tool. Annex 5 can be used for this purpose, and in so doing, the RRF provides an opportunity to assess:

1. Linkages with the UNDAF, by adding the appropriate UNDAF Outcome, Output and Indicator number in the second column “Links to UNDAF”. This will ensure that CPAP design is always synchronised with the UNDAF – a major shortcoming of both UNDAF and CPAP formulation guidelines.
2. Results, by adding a summary of key results achieved in relation to the indicators and targets; (column of Results and Projects;
3. Performance by giving a rating in the target rating columns according to whether the target has been achieved (green), is on track (amber), not achieved (red) or no longer applicable (grey)[[70]](#footnote-70)
4. Project names, by adding their ID and title to the appropriate output or outcome;
5. Financial commitments, by adding expenditures for 2010 – 2012 and budgets for 2013- - 14, with totals for each total.
6. Distribution of resources, by adding the project totals for each grouping of projects (yellow), output (1.1, 1.2 etc.)(orange), outcome (1, 2, 3, 4)(pink):
7. Resource distribution summary, through the table “Summary of UNDP Contributions by Outcome area and Outcomes (2010 - 2014)”, with percentages, and charts.

It is suggested that the proposed UNDP M& E officer should be responsible for the above exercise, starting with the initial restructuring along the lines of the present sector clusters – a simple cutting and pasting process. The Sector Coordinators, with their colleagues should then complete the gaps in information for their sectors and give ratings, and add up the sub-totals and totals.

If the above is acceptable, this Annex could henceforth be used as an overall monitoring tool by all programme staff, under the coordination of Sector Coordinators and the M & E specialist, and ultimately of the RCO M & E Specialist. It would thereby become a tool for continuous review, and a basis for future annual reviews (including for 2013), and ultimately a final review of the CPAP’s entire duration in 2014.

A similar format could be proposed for use by each agency, to ensure that all agency information is provided to the RCO M & E unit using compatible formats for UNDAF monitoring.

**(iii) Inclusion of reference to projects**

Even though it is not a UNDP (or UNDG for UNDAF) requirement to indicate projects, it is recommended that in order to facilitate alignment and monitoring, the projects designed to achieve outcomes and outputs given in the RRF should be specifically indicated, with estimated budgets.

**(iii) Project titles**

Project titles should be concise, based on key words and use terminology relating to the outcome and outputs they are designed to support so as to facilitate inclusion in computerized data bases, and avoid misunderstandings. The key theme should be indicated at the beginning of the title, in order to avoid being hidden or omitted when project titles are truncated for reasons of space.

### 5.2.2 CPAP implementation

Particular attention should be paid to ensuring that UNDP support is linked to inputs from other agencies in the context of joint support to common national or entity programmes and strategies. (see also Annex 5 on joint programming initiatives)

### 5.2.3 CPAP resource mobilisation

UNDP should continue with its successful efforts to complement its limited TRAC resources with resource mobilisation from other partners, both international and national.

### 5.2.4 CPAP management and contributions to UNDAF

UNDP should play an active role in the conduct and leadership of the proposed UNDAF management structure which was described in the UNDAF Evaluation (chapter 9.1 and section 9.1.1 and the table below.). Due to its broad involvement in most areas of the UNDAF, this would involve continued participation in these areas. Due to staff constraints, this would require careful management of staff resources, and of the scheduling and work scope of the results and thematic groups.

Table 13 Suggested structure of next UNDAF and corresponding Results and Thematic Groups for next UNDAF

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Results Group** | **Thematic Groups** | **Lead Agencies (Chair & Co-chair)** | **Participating agencies** | **UNDAF Outcomes and Outputs** | **Current Working Groujps (WGs)** |
| **1** | **DEMOCRATIC GOVERNANCE** |  |  |  |  |  |
| 1.1 | Economic, social and environmental planning | Statistics and planning (with DevInfo) | To be determined (TBD) | UNDP, UNECE, WB, IMF, UNICEF, UNFPA, ILO, UNEP, UNHCR, UNESCO, UN Habitat,, UNV | 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5,  1.2.1, 1.2.8,  2.2.4,  3.1.2,  4.1.3 | DevInfo |
| 1.2 | Public administration reform | Regional and local development | TBD | UNDP, UNV | 2.2.3, 2.2.4, 2.2.5 |  |
| 1.3 | Justice | Justice and Human Rights[[71]](#footnote-71) | TBD | UNDP, UNICEF, UNHCR, IOM, UN Women, UNFPA, UNV, ILO, UN Habitat | 1.3, 1.3.1, 1.4.1, 1.4.2, 2.1.1, 2.1.2, 2.1.3, 2.1.5, 2.1.6,  2.3.2, 2.3.3, 2.3.4, 2.3.5, 2.3.6,  4.3.1, 4.3.2, |  |
| 1.4 | Democratic governance | Included under Statistics and planning |  | UNDP, UNV | 1.4.1 |  |
| **2** | **SOCIAL INCLUSION** |  |  |  |  |  |
| 2.1 | Health | Health services | TBD | WHO, UNICEF, UNFPA, UNDP,UNV | 2.1, 2.1.1, 2.1.3, 2.1.4, 2.1.6, 2.1.7, 2.2, 2.2.1,  2.3.4  4.1.2, 4.1.3, 4.1.4 |  |
|  |  | HIV/AIDS | TBD | WHO, UNICEF, UNFPA, UNDP, UNAIDS, UNV | 4.1.2, 4.1.3 | Joint UN AIDS Team |
| 2.2 | Education and culture | Education services | TBD | UNICEF, UNESCO, UNDP, UNV | 2.1.3, 2.1.4, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.6 | Culture – Reconciliation;  Education – Reconciliation |
| 2.3 | Support to vulnerable groups | Support to vulnerable groups | TBD | UNICEF, UN Women, UNHCR, IOM, UNICEF, UNDP, UNV | 2.1.1, 2.1.5,  2.3.1, 2.3.3, 2.2.54.3, 4.3.1, 4.3.2, 2.3.5, 2.3.6 | Roma,  Displacement |
| **3** | **ENVIRONMENT** | **See 6.3 below** |  |  |  |  |
| 3.1 | Institutionalisation of environmentally sustainable development | 6.3 Environment | TBD | UNDP, UNEP, UNV | 3.1, 3.1.2, 3.1.3, 3.1.4, | Environment |
| 3.2 | Environmental management | UNDP, UNEP, UNIDO, FAO, UNECE, UNV | 3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5 | Environment |
| 3.3 | Environmental planning | UNDP, UNEP, UNV | 3.3.1, 3.3.2, 3.3.3, 3.3.4 | Environment |
| **4** | **HUMAN SECURITY** |  |  |  |  |  |
| 4.1 | Risk and disaster management | Risk and disaster management | TBD | UNDP, UNICEF, WHO, UNV | 4.1.1, 4.1.5, 4.1.6 |  |
| 4.2 | Combating SALW, mines and armed violence | Human security | TBD | UNDP, UNICEF, UNV | 4.2.1, 4.2.2, 4.2.3, 4.3.3 | AVPP |
| **4.3** | **Migration and border management** | Human security? | **TBD** | **IOM, UNHCR, UNDP, UNV** | **4.3.1, 4.3.2, 4.3.3** |  |
| **4.4** | **Protection of women against violence** | **Gender (6.2)** | **TBD** | **UN Women, UNDP, UNV,** | **4.4.2** | **Gender** |
| **5** | **ECONOMIC DEVELOPMENT AND EMPLOYMENT** |  |  |  |  |  |
| 5.1 | Energy and climate change | Environment, and Economic development | TBD | UNDP/GEF, UNDP/MDG-F, UNIDO, UNV | 3.2.1 |  |
| 5.2 | Business development and services | Economic development | TBD | UNIDO/GEF, ILO, UNDP, UNV | 1.2.4, 1.2.7, 3.2.4 |  |
| 5.3 | Agriculture, forestry, biodiversity | Economic development | TBD | FAO, IFAD, UNDP, UNEP, UNV | 3.2.3 |  |
| **6.** | **CROSS-CUTTING GROUPS** |  |  |  |  |  |
| 6.1 | Human rights | Human Rights | TBD | UNDP, UNICEF, UNHCR, IOM, UN Women, UNFPA, UNV, ILO, UN Habitat | 1.3, 1.3.1, 1.4.1, 1.4.2, 2.1.1, 2.1.2, 2.1.3, 2.1.5, 2.1.6,  2.3.2, 2.3.3, 2.3.4, 2.3.5, 2.3.6,  4.3.1, 4.3.2, |  |
| 6.2 | Gender equality | Gender | TBD | UN Women, UNICEF, UNFPA, UNDP, UNV | 2.1.2, 4.4.1 | Gender |
| 6.3 | Environment | Environment | TBD | UNDP/GEF/MDG-F, UNEP/GEF, FAO, UNIDO, UNV | 3.1, 3.2, 3.3 |  |
| 6.4 | Communications | Communications | RCO | All agencies | All Outcomes and Outputs | Communications |

### 5.2.5 CPAP Monitoring and evaluation

**(i) Project monitoring**

Existing monitoring procedures should be continued in the form of project reporting and the organisation of Project Board for the purpose of decision-making and results-based management.

In order to facilitate the assessment of project impact on broader CPAP and UNDAF outcomes, particular attention should be paid to assessing project results in the light of the outcome and output indicators and targets of both the UNDAF and the CPAP. Care should be taken to record output and indicator numbers so as to assist in cross-referencing.

**(ii) Results Oriented Annual Reports**

While the ROAR prepared on-line may be useful for Headquarters purposes, its format and contents should also be useful and user-friendly at the country level. Its format should be revised so that it can also be used to review RRF and duly linked to annual CPAP review processes.

**(iii) CPAP monitoring**

In the absence of CPAP monitoring through formal annual CPAP reviews, it is recommended that increased attention be given to this matter for the remaining two years of the cycle. This should involve the regular up-dating of Annex 5 of this report, in both substantive and financial terms, and the amplification of the results column to ensure that fuller information is given on output level indicators for each programme component.

This would help to ensure that outcome and output-based reporting takes place in a systematic way, and that all sector heads are aware of the results of the projects under their responsibility, and that they are duly recorded on the basis of the CPAP.

However, it is fully recognized that with changing circumstances and priorities, new projects may be approved during the course of CPAP implementation which do not directly address the original indicators and outputs included in the CPAP. This may require more flexible monitoring on the basis of annual work plans, as well as adjustments to the original design, so that the CPAP is a living document. (ref. 5.14 and 5.2.1 above.

Attention should still be given to ensuring that changes are linked to UNDAF outcomes to facilitate monitoring, and that references to the corresponding outcome, output and indicator numbers are given at all times.

**(iv) Financial monitoring**

The existing financial data base maintained by the Programme and Operational Support (POS) Unit should be broadened to provide the following information:

1. For CPAP, by recording of project financial data in Annex 5 CPAP Implementation and Financial Monitoring Matrix in order to facilitate the analysis of distribution of resources by Outcome and Output areas;
2. For UNDAF, by listing of projects by UNDAF Outcomes and Outputs to facilitate cross-referencing with relevant Outcomes and Outputs, with totals and pie charts[[72]](#footnote-72);
3. For funders, by breaking down sources of non-core funding by year, and cumulative for five year period (2010 – 2014) (see table 10 in 4.4.2 above);

## 5.3 Recommendations from substantive review

Summary Recommendations on each of the five programme components are given at the end of sections (3.1, 3.2, 3.3, 3.4, 3.5) of chapter 3. Review of Substantive Results.

# ANNEXES

## Annex 1 Terms of Reference

**Terms of Reference**

**Title:** External Evaluation Consultant (International) –

Final Evaluation of the United Nations Development Assistance Framework (UNDAF) 2010-2014, Bosnia and Herzegovina

and

Mid-term Outcome Evaluation of UNDP Country Programme Action Plan (CPAP) 2010-2014, Bosnia and Herzegovina

**Cluster:** Office of the Resident Coordinator

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

**Duty Station:** Sarajevo

**Contract Type:** Individual Contract

**Duration: 32 expert days** (25 for UNDAF and 7 for UNDP CPAP in the period 15 January 2013 – 30 April 2013)

**Note:** Information on the requirements for the Mid-Term Outcome Evaluation of the UNDP CPAP is described in the Annex

**Background**

The five-year United Nations Development Assistance Framework (UNDAF) for Bosnia and Herzegovina (BiH) 2010-2014 has been prepared by the United Nations Country Team (UNCT) in Bosnia and Herzegovina in consultation with the Government of Bosnia and Herzegovina and other partners, with the aim of improving the lives of the people of BiH, and particularly the most vulnerable.

The UNCT in BiH consists of 10 specialised UN agencies and programmes (UNHCR, UNICEF, UNDP, UNFPA, WHO, ILO, UNESCO, UN Women, UNV), the Breton Woods Institutions (World Bank, IMF), UNICTY and IOM. Several regional UN agencies also operate in BiH, participating in the implementation of the UNDAF 2010-2014 for BiH (UNIDO, UNEP, UN-HABITAT, IFAD, UNECE) and providing technical assistance for the implementation of individual projects (FAO, WMO).

The UNDAF 2010-2014 document was endorsed by the Council of Ministers of BiH in March 2009. Four main goals have been identified that will set the direction and scope of action of UN system in the 2010-2014 period:

• By the end of 2014, Government with participation of civil society, implements practices for more transparent and accountable governance and meets the requirements of the EU Accession process,

• By 2014, Government develops and implements policies and practices to ensure inclusive and quality health, education, housing and social protection and employment services,

• By the end of 2014, Government meets requirements of EU accession process and multi-lateral environment agreements (MEA), adopts environment as a cross-cutting issue for participatory development planning in all sectors and at all levels, strengthens environmental management to protect natural and cultural resources and mitigate environmental threats,

• By 2014, Government adopts policy, as well as regulatory and institutional frameworks to address human security challenges, including threats posed by communicable diseases and disasters, landmines and small arms, light weapons, armed violence, and also addresses issues of migration and women, peace and security.

This is a second UNDAF for BiH which provided a framework for coherent and coordinated United Nations (UN) development assistance for the period 2010-2014 that recognizes the European Union as the overarching national priority, and poverty reduction, social inclusion, capacity building and gender equality as specific areas of Government – UN cooperation. Through the UNDAF, the UNCT in BiH aims to increase efficiency and effectiveness in addressing the country’s development priorities, while taking into account the global development frameworks embedded in the Millennium Declaration and the Millennium Development Goals (MDGs), as well as international conventions and treaties signed by the Government of Bosnia and Herzegovina.

In the UNDAF implementation, the UN is taking an overall strategic approach of capacity development at all levels of Government and the civil society. In this respect, the UNCT works towards developing the capacities of the government institutions to develop and implement evidence-based policies and promote inclusive quality public services. Local level interventions prioritise a rights-based and gender sensitive approach, also focusing on marginalised and excluded groups. Furthemore, support is provided to civil society to participate in the decision- making process and be empowered to claim their rights. Partnerships with the private sector are also being established. Four areas of cooperation are agreed as particularly critical for the United Nations support to the BiH Government and the civil society during the five-year UNDAF period:

1. Transparent and accountable **democratic governance** that meets the requirements of the EU accession process, including evidence-based policy making; local governance; public administration reform; access to justice; gender equality; and civil society’s participation in policy-making mechanisms and processes.
2. **Social inclusion**, encompassing participatory policy development and implementation to ensure inclusive and quality basic social protection and employment services, with particular focus on access and participation of socially excluded and vulnerable groups.
3. **Environment**, including the strengthening of environmental management mechanisms to meet the EU accession and multilateral environmental agreements’ requirements; and, at the same time, supporting the development of capacities at the local level for natural resource management and sustainable development.
4. **Human Security**, particular as it pertains to the threats posed by natural disasters, communicable diseases including HIV/AIDS and tuberculosis), landmines, small arms and light weapons and issues of migration.

The UNCT and the Resident Coordinator are responsible for the effectiveness of the United Nations activities, especially in cases where resources are combined. During the UNDAF period the UNCT Heads of Agency undertake the role of the UNDAF Steering Committee and lead the overall coordination and management of the UNDAF implementation process. The programming arrangements of individual UN agencies further support progress toward the use of national systems for implementation, management and monitoring based on internationally recognised standards and good practice.

Under the overall UNCT umbrella and oversight, a number of Thematic Working Groups (of permanent and ad- hoc character) contribute to integration between the United Nations Agencies in key thematic and crosscutting g areas such as Youth, HIV/AIDS, Gender, Displacement, Roma, Reconciliation, Environment, etc. These WGs further improve coordination through enhanced information exchange, as well as joint planning and decision making.

**The evaluation scope, purpose and objectives:**

The UNDAF Evaluation will be commissioned and overseen by the UNCT. Day-to-day evaluation management will be ensured through the RC Office and UNDAF Evaluation Management Group (RCO/UNCT members).

Findings of the evaluation will be used for improving accountability and for learning what has worked, what has not and why. The UNDAF evaluation is foreseen to provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle (2015-2019) and for improving United Nations (UN) coordination at the country level. The new Common Country Assessment (CCA) is planned to be completed by mid-2013 and the new UNDAF document development is planned to be started in the second half of 2013. The evaluation report will be an important document to inform and guide both CCA and the new UNDAF development cycle.

An UNDAF evaluation is a programmatic evaluation in that will assesses performance against a UNDAF 2010-2014 framework, its strategic intent and objectives. National development outcomes are contained in the results framework against which the UNCT contribution needs to be assessed. As such, this country-level evaluation is to be carried out jointly with the UNCT and the overall approach is participatory and orientated towards learning how to jointly enhance development results at the national level.

Given that (a) outcomes are, by definition, the work of a number of partners, and (b) UNDAF outcomes are set at a very high level, attribution of development change to the UNCT (in the sense of establishing a causal linkage between a development intervention and an observed result) may be extremely difficult and in many cases infeasible.

The evaluation will therefore consider contribution of the UNCT to the change in the stated UNDAF outcome and the evaluator will need to explain how the UNCT contributed to the observed results. To make the assessment, first, the evaluator will examine the stated UNDAF outcome; identify the change over the period being evaluated on the basis of available baseline information; and observe the national strategy/strategies and actions in support of that change. Second, the evaluator will examine the implementation of UNDAF strategy and actions in support of national efforts.

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

1. Relevance. The extent to which the objectives of UNDAF are consistent with country needs, national priorities, the country’s international and regional commitments, including on human rights (Core human rights treaties, including ICCPR, ICESCR, ICERD, CEDAW, CPRD, CRC, etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country.
2. Effectiveness. The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed;
3. Efficiency. The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).
4. Sustainability. The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed.

Additional evaluation topics of interest are:

• Enabling / explanatory factors: While assessing performance using the above criteria the evaluator needs to identify the various factors that can explain the performance. This will allow lessons to be learned about why the UNCT performed as it did.

• UN Coordination. Did UN coordination reduce transaction costs and increase the efficiency of UNDAF implementation? To what extent did the UNDAF create actual synergies among agencies and involve concerted efforts to optimise results and avoid duplication?

• Five UNDAF Programming Principles. To what extent have the UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) been considered and mainstreamed in the UNDAF chain of results? Were any shortcomings due to a failure to take account of UNDAF programming principles during implementation?

- To what extent did the UNDAF make use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?

- To what extent did UNDAF strengthen the capacities for data collection and analysis to ensure disaggregated data on the basis of race, colour, sex, geographic location, etc. and did those subject to discrimination and disadvantage benefited from priority attention?

- Did the UNDAF effectively use the principles of environmental sustainability to strengthen its contribution to national development results?

- Did the UNDAF adequately use RBM to ensure a logical chain of results and establish a monitoring and evaluation framework?

- Did the UNDAF adequately invest in, and focus on, national capacity development? To what extent and in what ways did UNDAF contribute to capacity development of government, NGOs and civil society institutions?

• Other factors. A number of country-specific factors that have affected the performance of the UNCT in the framework of the UNDAF need be examined:

- How well did the UNCT use its partnerships (with civil society/private sector/local government/parliament/national human rights institutions/international development partners) to improve its performance?

- Regarding ownership of objectives and achievements, to what extent was the “active, free, and meaningful” participation of all stakeholders (including non-resident agencies) ensured in the UNDAF process? Did they agree with the outcomes and continue to remain in agreement? Was transparency in policies and project implementation ensured? What mechanisms were created throughout the implementation process to ensure participation?

- Did the UNCT undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not lost? To what extent are the benefits being, or are likely to be, maintained over time.

- How adequately did the UNCT respond to change (e.g. natural disaster, elections) in planning and during the implementation of the UNDAF?

- To what extent harmonisation measures at the operational level contributed to improved efficiency and results?

Additional output of the evaluator is  *delivery of a half-a day UNDAF M&E training to the UNDAF M&E WG*. Details can be found in the Deliverables section of this ToR.

**Evaluation methodology**

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

**Support of the RC Office and UNCT to the evaluation process**

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

- Appointment of an evaluation assistant that will support the consultant for the duration of the evaluation process

- Securing relevant background documentation required for a comprehensive desk review

- Provision of list of contacts in advance and additional upon request

- Provision of vehicle and driver for field visits

- Organisation of group consultative meetings, briefing and debriefing sessions

- Provision of office/working space during the assignment. The consultant will however have to use his/her own computer/laptop

**Deliverables and timeline**

**Evaluation Process**

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

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

- **Inception Phase (4 days)** - the Evaluation Consultant will review documentation, agree on the meetings schedule with the RC Office, agree on the training structure of the UNDAF M&E training session and produce Evaluation Inception Report (which includes a clear evaluation work plan and tools).

- **Data Collection and Field Visit (10 days)** – the Evaluation Consultant will gather data through group and individual interviews, including visits outside of Sarajevo; at the end of the mission, presentation with preliminary findings and recommendations will be presented to the UNDAF EMG. Half a day M&E session will be scheduled during the field visit as well.

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

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

- Inception report

- Half a day UNDAF M&E training to the UNDAF M&E WG

- Presentation of initial findings and provisional recommendations to the UNDAF EMG

- Draft Evaluation Report

- Final Report

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

Half a day UNDAF M&E training needs to be delivered to the UNDAF M&E WG (maximum 10 people). The purpose of the training is to 1) highlight current best practices in elaborating UNDAF M&E Framework at the Outcome level, 2) review common issues that need to be addressed during UNDAF M&E Framework creation and

3) deliver a brief session on results definitions and indicators development at the Outcome level. Examples of good UNDAF M&E practice of other countries are anticipated to be presented as well. Details of the training structure are to be discussed and agreed with the RCO M&E Analyst prior to the evaluation consultant’s field visit.

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

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

- Title and opening pages

- Table of Contents

- List of acronyms and abbreviations

- An Executive Summary

- Introduction (Scope of Evaluation, Methodology and Guiding Principles)

- National development context

- UNDAF Analysis (per outcome)

- Key Findings

- Lessons Learned

- Recommendations

- Methodological constraints

- Additional background data-Annexes (including interview list, data collection instruments, key documents consulted, ToR)

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

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

|  |  |  |
| --- | --- | --- |
| **Timeframe**  **Action/Deliverable** | **No of Expert Days** | **Time period** |
| Inception Phase/Desk Review/Inception Report | 4 days | 1st half of Feb. 2013 |
| Data Collection, field visit /UNDAF M&E half day training / |  |  |
| Presentation with key findings / | 10 days | 2nd half of Feb. 2013 |
| Analysis and Reporting / Draft Evaluation Report | 8 days | 1st half of March 2013 |
| Analysis and Reporting / Final Evaluation Report | 3 days | 1st half of April 2013 |

**Evaluation Ethics:**

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

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

 Independence - the evaluation team should be independent from the operational management and decision- making functions of the JP

Impartiality – the evaluation information should be free of political or other bias and deliberate distortions

Timeliness - evaluations must be designed and completed in a timely fashion

Purpose - the scope, design and plan of the evaluation should generate relevant products that meet the needs of intended users

 Transparency - meaningful consultation with stakeholders should be undertaken to ensure the credibility and utility of the evaluation

 Competencies - evaluations should be conducted by well-qualified experts/teams. The teams should, wherever feasible, be gender balanced, geographically diverse and include professionals from the countries or regions concerned

 Ethics - evaluators must have professional integrity and respect the rights of institutions and individuals to provide information in confidence and to verify statements attributed to them. Evaluations must be sensitive to the beliefs and customs of local social and cultural environments and must be conducted legally and with due regard to the welfare of those involved in the evaluation, as well as those affected by its findings.

 Quality - All evaluations should meet the standards outlined in the Standards for Evaluation in the United Nations System. The key questions and areas for review should be clear, coherent and realistic. The evaluation plan should be practical and cost effective. To ensure that the information generated is accurate and reliable, evaluation design, data collection and analysis should reflect professional standards, with due regard for any special circumstances or limitations reflecting the context of the evaluation. Evaluation findings and recommendations should be presented in a manner that will be readily understood by target audiences and have regard for cost-effectiveness in implementing the recommendations proposed.

**Competencies:**

Shares knowledge and experience and provides helpful feedback and advice;

Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate;

Ability to identify beneficiaries’ needs, and to match them with appropriate solutions;

Excellent communication and interview skills

Excellent report writing skills

Responds positively to critical feedback and differing points of view; Ability to handle a large volume of work possibly under time constraints; Focuses on result for the client and responds positively to feedback; Remains calm, in control and good humored even under pressure.

**Minimum Requirements:**

 Advanced University degree in international development, economics, evaluation, social sciences or related field;

 A minimum of 10 years of professional experience specifically in the area of evaluation of international development initiatives and development organizations;

 Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods and in a wide range of evaluation approaches

Technical competence in undertaking complex evaluations which involve use of mixed methods Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF; Strong experience and knowledge in the five UNDAF Programming Principles: human rights (the human rights based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.

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

**Annex I.**

**TERMS OF REFERENCE**

**MID-TERM OUTCOME EVALUATION OF UNDP CPAP 2010-2014, BOSNIA AND**

**HERZEGOVINA External Evaluation Consultant (7 days in the period 15 January – 30 April 2013**

This ToR is closely linked to the UNDAF 2010-2014 evaluation ToR. The Evaluation Consultant selected for UNDAF evaluation is foreseen to also conduct the mid-term outcome evaluation of UNDP CPAP, given that approx. 80% of UNDAF is UNDP related and over 80% of UNDAF stakeholders are also UNDP stakeholders. Benefits of engaging the same consultant for the two tasks are multifold from cost sharing and avoidance of duplication of meetings with the same stakeholders to vertical linkages and analysis of two key partnership documents of UN/UNDP and the Government of Bosnia and Herzegovina.

**Background**

UNDP Country Programme Action Plan (CPAP) for 2010-2014 was developed in close consultation with the UNDAF 2010-2014 document. UNDP has committed to 5 distinct outcomes in the area of Democratic Governance, Social Inclusion, Energy and Environment, Justice and Human Security as follows:

1. Government at all levels modernizes public sector practices through public sector reform and bases policies on sound quantitative and qualitative analysis with full participation of relevant national stakeholders, including CSOs and academia.

2. Government and local community institutions empowered to develop and implement policies for and ensure access to quality social, cultural and employment services for socially excluded and vulnerable groups so as to, with parallel contributions from the private sector and civil society, contribute to inclusive social and economic development.

3. Strengthened national capacities to integrate environmental and energy concerns into development plans at all levels and systems for effective implementation of the sectoral priorities.

4. Relevant Institutions at all levels strengthen equal access to justice and the protection of human rights and gender equality values, and develop institutional mechanisms for dealing with the past.

5. Strengthened national capacities to prevent crisis and conflict through development and implementation of national Strategies and Action plans for mitigation of risks, threat caused by communicable diseases, improved management of mine action and weapons control, prevention of armed violence and crime and integrated border management.

**Evaluation Scope and questions**

UNDP CPAP mid-term outcome evaluation should assist in identifying bottlenecks and/or critical entry points for improved implementation towards achieving Country Programme Action Plan outcomes. The contribution of the UNDP to the development goals as specified in the Country Programme Action Plan will be assessed according to a standard set of evaluation criteria:

- **Relevance.** The extent to which the objectives of UNDP are consistent with country needs, national priorities, the country’s international and regional commitments.

- **Effectiveness.** The extent to which the UNDP contributed to, or is likely to contribute to, the outcomes defined in the CPAP. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

- **Efficiency.** The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).

- **Sustainability.** The extent to which the benefits from a development intervention have continued, or are likely to continue, after completion of intervention.

Additional questions for the UNDP CPAP mid-term outcome evaluation are:

- To what extent are CPAP Outcomes being achieved and are there necessary actions to be taken prior to the end of the planning period (2014) in order to improve performance of UNDP in achieving these outcomes?

- What are the recommendations for improvement of the structure of outcome indicators?

Adequate support from UNDP office will be provided on needs-basis for UNDP CPAP Mid-term

Outcome Evaluation specificities.

**Evaluation Deliverables**

- Draft sections for UNDP CPAP mid-term evaluation report

- Final mid-term outcome evaluation report for UNDP CPAP of no more than 20 pages including annexes.

**Note:** For UNDP CPAP the evaluator is foreseen to have a total of 7 days that should be split to cover for additional needs based on UNDP-specific requirements in the inception phase and for field visits and final report.

## Annex 2 People met

**UN Resident Coordinator’s Office**

Yuri Afanasiev UN Resident Coordinator/UNDP Resident Representative

Aris Sefarovic, UN RCO Coordination Analyst

Envesa Hodzic-Kovac Research, Development, Monitoring and Evaluation Specialist

Emina Durmo UN RCO Coordination Associate

Dennis Besedic UN Political Adviser (seconded from UN Department of Peace-Keeping Operations (DPKO), New York

Olivia Teir-Setkic Peace and Development Specialist

Thomas Osorio Chief Technical Adviser on Rule of Law and Human Rights, and CTA Access to Justice project (….)

**1. UNDP**

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Slobodan Tadic UNDP Regional Programme Manager, Bihac, and Senior Programme Analyst

Goran Vukmir Portfolio Manager and Regional Programme Manager,(seated in Banja Luka, Republika Sprerska)

Renata Radeka, Development Analyst

Agnesa Secerkadic, UN Communications Analyst, and Chair of UN Communications Group (UNCG)

Pavle Banjac UN Communications Officer

Larisa Kubat-Serdarevic Head of Programme Operations Support (POS)

**1) Governance and Social Inclusion**

Armin Sirco ARR Programme, Sector Head, Governance and Social Inclusions

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**3) Environment and Energy**

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Igor Palandzic Project Manager, [Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure](http://www.undp.ba/index.aspx?PID=21&RID=97)  (62492 and 79821)

Amila Selmanagic-Bajrovic GEF Project Manager, [Mainstreaming Karst Peatlands Conservation Concerns into Key Economic Sectors - KARST](http://www.undp.ba/index.aspx?PID=21&RID=78) (60010) and [BiH, Biomass Energy for Employment and Energy Security (PIMS 3880 MSP)](http://www.undp.ba/index.aspx?PID=21&RID=75) (54633)

Raduska Cupac Project Manager, [Enabling Activities for the Preparation of Bosnia and Herzegovina’s Second National Communication to the UNFCCC (PIMS 4497)](http://www.undp.ba/index.aspx?PID=21&RID=100)(75699)

Sinisa Rodic Programme Manager, MDG-F Environment [Mainstreaming Environmental Governance: Linking Local and National Action in BiH](http://www.undp.ba/index.aspx?PID=21&RID=77)  (58000), (seated in Banja Luka, RS)

**4) Human Security and Justice**

Amela Cosovic-Medic Justice and Security Sector Coordinator

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Elma Prcic-Bilic Project Manager, Support to Processing of War Crimes Cases in BiH

Sanela Paripovic Project Manager, [Access to Justice: Facing the Past and Building the Confidence for the Future](http://www.undp.ba/index.aspx?PID=21&RID=95) (70592)

**5) Crisis and Conflict Prevention**

Jasmina Isambegovic TB DOTS Project Manager (76387)

Nesad Seremet Project Manager, HIV/AIDS (76377)

Nesad Seremet Programme Manager, HIV/AIDS (…..)

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**Evaluation Mission Consultants**

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Jasmina Muric Consultant, Evaluation Mission, UNDP Project “[Preventing and Combating Sexual and Gender Based Violence in Bosnia and Herzegovina](http://www.undp.ba/index.aspx?PID=21&RID=88)” (64118)

Lilit Melikyan Consultant, Final Evaluation, MDG-F Joint Programme “[Democratic Economic Governance: Securing Access to Water Through Institutional Development and Infrastructure](http://www.undp.ba/index.aspx?PID=21&RID=97) ( 62432 and 79821)

Josh Brahn Consultant, Final Evaluation, [Mainstreaming Karst Peatlands Conservation Concerns into Key Economic Sectors - KARST](http://www.undp.ba/index.aspx?PID=21&RID=78) (60010)

Dietmar Aigner Consultant, Final Evaluation, MDG-F YERP Programme

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**3. ILO**

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**4. UNEP**

Amina Omicevic National Technical Officer

**5. UNESCO**

Sinisa Sesum Senior Programme Officer, Antenna Office in Sarajevo of UNESCO Regional Office, Venice (BRESCE)

**6. UNFPA**

Doina Bologa Country Director, and Chair UNAIDS Team

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**7. UN Habitat**

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Barbara Galassi Human Settlements Officer

**8. UNHCR**

Andrew Mayne UNHCR Representative

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**9. UNICEF**

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Sabina Zunic Monitoring and Evaluation Analyst

Majda Salaka Programme Assistant

**10. UN Women**

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**11. UNV**

Hyan Joo Youn UNV Programme Officer,

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**12. World Bank**

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**13. WHO**

Haris Hajrulahovic WHO Head of Office

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Faris Hadrovic (UNFPA) UNAIDS

Amna Muharemovic (UN Women) Gender

Zahira Virani (UNDP) Displacement

Jasmin Porobic (UNDP) Armed Violence Prevention and Protection (AVPP)

Florence Bauer (UNICEF) Roma

Sinisa Sesum (UNESCO, Culture and Reconciliation

Sanjin Avdic Environment

**National Stakeholders**

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Mersija Talic Head of Ministry

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**Ministry of Justice of Una-Sana Canton**

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Zorica Garaca Chief of EU Integration Section

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**FBiH Employment Institute**

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**(iii) Sector for Education**

Adnan Husic Assistant to the Minister, Sector for Education

## Annex 3 Documentation consulted

**United Nations**

**UN General Assembly Resolution – Quadrennial Comprehensive Policy Review (QCPR) – Resolution 67 – 226 (A/Res/67/226)**

**UNDG**

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**UNRCO**

BiH UNDAF Progress Report 2012 (2010/2011) (PDF/Word and print version)

UNDAF M & E Matrix (…. 2012) – Summary of Progress in 2010 and 2011 in relation to UNDAF Outcomes and Outputs, with Key Actions envisaged in 2012 (January 2012?)

BiH UNDAF 2012 Annual Review (PDF/Word and print version)

Presentations for UNCT Retreat (February 2012) – UNDAF 2010 – 2014 Review, Envesa Hodzic-Kovac (Power point)

United Nations Development Assistance Framework (UNDAF) 2010 – 2014 – 2012 Annual Review (January 2013)

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United Nations Development Assistance Framework (UNDAF) 2010 – 2014 (March 2009)

United Nations Country Team in Bosnia and Herzegovina – Common Country Assessment, 2008 (October 2010)

**UNDP**

UNDP (2009) Country Programme Action Plan (CPAP)(2010 – 2014) (2010)

Project summaries from <http://www.undp.ba/index> (mostly last dated in February2012)

UNDP Programme Operations Support (POS) Excel budget tables for 2010, 2011 and 2012

MDTF website with links for the JPs in BiH, finances and all key documentation available

<http://mptf.undp.org/factsheet/country/BIH>

**Project reports**

**1. Democratic Governance**

**1.1 Strategic planning, policy and resources management**

1. SPPD Strengthening National Capacities for Strategic Planning and Policy Development (SPPD) Phase I

- 2010 Annual Report

- Mid-Term Evaluation - Bettina Rafaelsen and Esref Kenan Rasidagic (2010)

Municipal Training System project (48244), Final Project Reporty(January, 2008 - December, 2011)

Final Project Review of the Municipal Training System (MTS) Project Final Report, Thomas Kerscher (9 October 2011)

2. E-governance and ICT usage (70179)

- Report for SEE, 2009

– Report for SEE, 2nd Edition (2010)

3. E-Leadership Programme for Western Balkans

- Final Project Report 2011( 01-02-2008 31-12-2011)

3. Empowering Marginalised Groups in e-Governance: Affordable access, effective use (UNDP, DSGTTF) (2011)

- Progress Report

**1.2 Participatory local policy and planning**

1. Reinforcement of Local Democracy (LOD)

– Final Report (November 2008 – Sept 2010) (March 2011)

- External Project Evaluation – Reinforcement of Local Democracy (LOD) Dr Tihomir Knezicek (2012)

2. Integrated and Local Development Programme (ILDP) (May 2011)

-Annual Report (Nov. 2010 – July 2011)

-External Final Evaluation Report – Emina Abrahams, |Jurgita Siugzdiniere (2011)

3. Municipal Training System project (Jan. 2008 – Dec. 2011)

–Final Project Review

– Final Project Review (October 2011) - Thomas Kerscher (2011)

**2. Social Inclusion (Rural and Regional Development)**

**2.1Local economic development and poverty reduction**

1. Value Chains for Employment

- Final Report (Sept 2009 – October 2011) December 2011)

- Final Evaluation Report, Hamid Chaudhury (2011)September 2011

Richard M. Chiwara, Ph.D Final . 23 January 2012

2. Growing Inclusive Markets (GIM)(72730)

-Final Evaluation Report (Draft), Olga Moreva (January 2012)

2. Youth Employability and Retention Programme (YERP) (MDG Achievement Fund )

- Mid-Term Evaluation Dietmar Aigner (2012) (April 2012)

- Final Evaluation - Dietmar Aigner (2012) (March April 2013)

3. Electrification of Areas of Accomplished Return (EAAR)(2010 – 2012)

– Final Evaluation (October 2012)

4. Srebrenica Regional Recovery Programme

-Mid-Term Evaluation (December 2012) Hamid Chaudhry and Stephen Tweedie (2012)

5. Regional Offices – Bihac, Mostar, Banja Luca, Sarajevo

- Local Development Programme – Draft Project Document (undated)

- UNDP RO Bihac For West-Northwestern BihThe First Biannual Report (20 Months) (Undated, But Presumed December 2012)

- Report on UNDP Herzegovina Regional Office establishment and initial year of Regional Programme implementation: 2011

7. Canton 10 – Community stabilization through human security

- Applying the Human Security Concept to Stabilize Communities in Canton 10 - Project proposal for the UN Trust Fund for Human Security (UNTFHS) (2013 – 2015) (February 2013)

6. Via Dinarica

- IPA 2012 Multi-Beneficiary Program Project “Via Dinarica”-Project Fiche/Concept-

**2.2 Promotion of cross-cultural understanding**

1. Culture and Development

- Final MDG-F Joint Programme, Narrative report,

2. Community Reconciliation through Poverty Reduction Program (CRPR) (UN Trust Fund for Human Security)\_

- Final Evaluation, Alex Boyd and Rasim Tulumović April 2010

- UN Trust Fund for Human Security, Final Report (November 2007 – June 2010 (December 2010) (MDTF project HS-BIH-002-048) (UNDP/UNESCO)

**3.** **Environment and energy**

1. Mainstreaming environmental governance: linking local and national action

- Progress Report Environment and Climatic Change MDGF (Semester 2-2012)

- Final Evaluation “Mainstreaming Environmental Governance - Linking local and national action” (MDG-F Thematic window: Environment and Climate Change), Dietmar Aigner (April 2013)

2. Mainstreaming Karst Peatlands Conservation into Key Economic Sectors, Bosnia and Herzegovina (GEF /UNDP/Canton 10 Government)

- Mid-term Evaluation Report - Josh Brann and Sanja Pokrajac (June 17, 2011)

- Final Evaluation (March 2013) - Josh Brann and Sanja Pokrajac (pending)

3. Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure (Joint Project MDG-F UNDP and UNICEF)

- Mid-Term Review (…) Lilit Melkiyan (2011)

- Progress Report (2/12) MDG-F

- Final Review – Lilit Melkiyan (March 2013)

4. Western Balkans Environmental Programme

- Western Balkans Environmental Programme – Final Report (2007 – 2010) Strengthening Capacities in the Western Balkans Countries/Territories to Address Environmental Problems through Remediation of High Priority Hot Spots”.(54816, 71207)

5. Biomass Energy for employment and Energy Security (PIM 3880) (54633)

- Mid-Term Evaluation (MTE) of UNDP/GEF Project, Roland Wong, Sanja Pokrajac.(March 2012)

**4. Human security**

4.1 Access to justice

1. Access to Justice:Facing the Past and Building Confidence for the Future (70592)

-No report

2. Preventing and Combating Sexual and Gender Based Violence in Bosnia and Herzegovina (64118)

- Final Narrative Report under Joint Programme ([United Nations Trust Fund in Support of Actions to Eliminate Violence against Women (UN Trust Fund to EVAW)](http://www.unifem.org/untfevaw) (January 2010 – January 2013.

- Final Project Evaluation, Jasmina Muric and Samir Sosevic (March 2013)

4.2 Support for the Processing of War Crimes Cases (SPWCC) (62395)

- Annual Reports : Support for the Processing of War Crimes Cases (SPWCC), 2009, 2010, 20115.

**5. Conflict and crisis prevention**

5.1 Disaster risk reduction (70072)

-Final Narrative Report: Building Capacity in Disaster Risk Reduction through Regional Cooperation (70072) (March 2009 – September 2011)

5.2 Small Arms Control and Reduction Programme

1. Small Arms Control and Reduction Programme, (41575)

- Final Report (June 2007 to July 2012) UNDP (2012)

2. Integrated Mine Action Program (38097)

- Ex-post Final Evaluation Report, Emina Abrahamsdotter, 30/04/2010

3. Armed Violence Prevention Programme (84111)

- Progress Report January-March 2013

5.3 Community policing

- No reports

5.4 Border management

* No reports

5.5 HIV/AIDS

- Coordinated Response to HIV/AIDS and Tuberculosis in a War-torn and Highly Stigmatized Setting” (53291) Final Report on Activities and Results, Period Covered: 2006-2011 .

- - Final Report On Activities And Results Period Covered: 2006-2011

5.6. Tuberculosis control

- No report

**UNICEF**

UNICEF (2012) *Mid-Term Review Report*

UNICEF in Bosnia and Herzegoinca, 2010 – 2014: Half Way through (2013)

**UNFPA**

UNFPA (2008) Country Programme Action Plan (CPAP)

**WHO**

Biennial Collaboration Agreement (2012 – 2013)

Action Plan to strengthen core capacities for effective implementation of Internatinal Health Regulations (IHR) (2005) (2011 – 13)

Bosnia and Herzegovina, Pandemic Influenza Preparedness and Control Plan

Recommendations for good practice in Pandemic preparedness

**State of Bosnia and Herzegovina**

BiH Draft Social Inclusion Strategy (link – DEP website)

BiH Draft Development Strategy (link –DEP website)

Donor Mapping Report 2011- 2012, Ministry of Finance and Treasury, BIH

List of UN Treaties to which BiH is a party and signatory state (20-2-13) and European Conventions signed by BiH (MHRR)

**Federation of Bosnia and Herzegovina (FBiH)**

**Republika Srpska**

Gender Centre. RS (2012) *Financial Mechanism for Implementation of Gender Action Plan(FIGAP) of Bosnia and Herzegovina: FIGAP Program Document Revision (October 2012) (*BiH MHRR): Agency for Gender Equality of Bosnia and Herzegovina; Gender Centre FBiH; and Republic of Srpska Gender Centre – Centre for Gender, Equity and Equality

Ministry of Security (2012) *Strategy In The Area Of Migrations And Asylum And Action Plan For The Period 2012 – 2015* (June 2012)

Ministry of Security (2012) *Strategy In the area of Migrations and Asylum and Action Plan for the period 2012-2015* (June 2012)

**European Union**

EU 2012 Progress report

## Annex 4 Joint programming initiatives

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Joint programming initiatives - Joint Programmes, joint programming linkages: Completed, on-going and pipeline (draft 29-3-13)** | | | | | | | | | | | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **No** | **ID** | **Title** | **UNDAF Output** | **Task Manager (TBC)** | **Funding Source** | **Partner agencies** | **Approval date** | **Start date** | **End date** | **Status** | **Agencies** | **Funding allocations ($'000)** | | | | | | | **Total On-going + Pipeline** |
|  |  |  |  |  |  |  |  |  |  |  |  | **2010** | **2011** | **2012** | **2013** | **2014** | **Total** | **New projects** | **New projects** |
|  | **1** | **DEMOCRATIC GOVERNANCE** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 | 58686 | Improving cultural understanding | 2.1.4 Integration of multi-cultural policies into education curriculum | Renata Radeka? | MDG-F | UNDP, UNESCO |  |  |  | Completed | UNDP | 2,313 | 1,157 | 763 |  |  | 4,233 |  | 4,233 |
|  |  |  |  |  |  |  |  |  |  |  | UNESCO |  |  |  |  |  |  |  | 0 |
|  |  |  |  |  |  |  |  |  |  |  | S-T MDG-F | 2,313 | 1,157 | 763 | 0 | 0 | 4,233 | 0 | 4,233 |
| 2 |  | Dialogue for reconciliation | ? | Denis Bebesic | PBF | UNDP, UNICEF, UNESCO, UNEP, UN Women |  |  |  | Pipeline |  |  |  |  |  |  |  | 4,500 | 4,500 |
| 3 |  | UN development cooperation monitoring through DevInfo | 1.1.3b Devinfo | Envesa Hodzic-Kovak |  | RCO, UNICEF, UNICEF |  |  |  | Pipeline |  |  |  |  |  |  |  |  |  |
| 4 |  | Demographic monitoring and analysis (?) | 1.1.1 Census | Danijela Alejagic |  | UNFPA, UNDP, UNICEF, UN Women |  |  |  | Idea |  |  |  |  |  |  |  |  |  |
| 5 |  | Rule of law | 1.3. Access to justice | Thomas Osorio |  | UNDP, IOM |  |  |  | Idea |  |  |  |  |  |  |  |  |  |
| 6 |  | Gender equality and the empowerment of women | 1.2.5 Gender mainstreaming | Amna Muharemovic | ? | UN Women, UNICEF, UNFPA, UNDP |  |  |  | Pipeline |  |  |  |  |  |  |  |  | 0 |
|  |  |  |  |  |  | Sub-total |  |  |  |  |  | 2,313 | 1,157 | 763 | 0 | 0 | 4,233 | 4,500 | 8,733 |
|  | **2** | **SOCIAL INCLUSION** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 | 62851 | Youth Employability and Retention Programme (YERP) | 2.2.2 Participation of youth in local government | Katarina Crnjanski Vlajcic | MDG-F | UNDP, UNICEF, IOM, |  |  | Apr-13 | On-going | UNDP | 740 | 1,424 | 1,364 | 251 |  | 3,779 |  | 3,779 |
|  |  |  |  |  |  |  |  |  |  |  | IOM | 172 | 172 | 172 | 172 |  | 688 |  |  |
|  |  |  |  |  |  |  |  |  |  |  | UNICEF |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  | UNV |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  | S-T MDG-F | 912 | 1596 | 1536 | 423 | 0 | 4467 | 0 | 3779 |
| 2 |  | Reintegration of displaced persons (IDPs, refugees) | 2.1.7 Housing for low income and vulnerable groups | Slobodan Tadic | HSTF | UNDP, UNHCR |  |  |  | Pipeline |  |  |  |  |  |  |  | 50,000 | 50,000 |
| 3 |  | Housing support for Roma integration | 2.1.7 Housing for low income and vulnerable groups | ? | ? |  |  |  |  | Pipeline |  |  |  |  |  |  |  |  | 0 |
| 4 |  | Capacity development for people with disabilities | 2.3 Access to social servicesby excluded and vulnerable groups | ? | MDTF | UNICEF, UNDP, UNFPA |  |  |  | Need to apply , 2nd Round |  |  |  |  |  |  |  |  | 0 |
| 5 |  | Management of health risk factors | 4.1.4 Health crisis managent and prevention. | Haris Hajrulahovic? (WB?) | SDC | WHO, WB |  |  |  | Pipeline |  |  |  |  |  |  |  | 8,408 | 8,408 |
|  |  |  |  |  |  | Sub-total |  |  |  |  |  | 912 | 1,596 | 1,536 | 423 | 0 | 4,467 | 58,408 | 62,187 |
|  | **3** | **ENVIRONMENT** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 | 79758 & 58000 | [Mainstreaming environmental governance: linking local and national action in Bosnia and Herzegovina](http://www.mdgfund.org/program/mainstreamingenvironmentalgovernancelinkinglocalandnationalactionbosniaandherzegovina) | 3.I.3 Mainstreaming environmental capacity | Sinisa Rodic | MDG-F | UNDP ($4,2 m), UNEP ($0.9m), UNESCO ($0.15 m), FAO $0.3m), UNV ($included under UNDP) |  |  |  | On-going | UNDP | 905 | 1,166 | 1,197 | 1,316 |  | 4584 |  | 4,584 |
|  |  |  |  |  |  |  |  |  |  |  | UNEP |  |  |  |  |  | 900 |  |  |
|  |  |  |  |  |  |  |  |  |  |  | UNESCO |  |  |  |  |  | 150 |  |  |
|  |  |  |  |  |  |  |  |  |  |  | FAO |  |  |  |  |  | 300 |  |  |
|  |  |  |  |  |  |  |  |  |  |  | UNV |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  | S-T MDG-F | 905 | 1166 | 1197 | 1316 | 0 | 5934 | 0 | 4584 |
| 2 | 62932 & 79821 | [Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure - Phase I](http://www.undp.ba/index.aspx?PID=21&RID=97) | 3.2.3 Biodiversity, water and waste management | Igor Palandzic | MDG-F | UNDP, UNICEF |  |  |  | On-going | UNDP | 905 | 1,632 | 1197 | 403 | 0 | 3,414 |  | 3,414 |
|  |  |  |  |  |  |  |  |  |  | UNICEF |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  | S-T MDG-F | 905 | 1632 | 1197 | 403 | 0 | 3414 | 0 | 3414 |
| 3 |  | Rural Energy supply - Energy for All initiative | 3.2.4 Clean development capacity | Slobodan Tadic |  | UNDP, UNHCR? |  |  |  | Pipeline |  |  |  |  |  |  |  |  | 0 |
|  |  |  |  |  |  | Suhb-total |  |  |  |  |  | 1810 | 2798 | 2394 | 1719 | 0 | 7998 | 0 | 7998 |
|  |  | **HUMAN SECURITY** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | Sub-total |  |  |  |  |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 |  |  |  |  |  | Total |  |  |  |  |  | 5,035 | 5,551 | 4,693 | 2,142 | 0 | 16,698 | 62,908 | 78,918 |

## Annex 5: CPAP Implementation and Financial Resources Matrix

See attached Excel table

## Annex 6 Template for recording sources of funding for UNDP CPAP

|  |  |
| --- | --- |
|  | |
|  | **ID** | | **Project** | | | | | **CPAP Outcome/Output No.** | | **UNDAF Outcome/Output No.** | | **UNDP** | | | | | | | | **UNDP-Administered Funds** | | | | | | | | **Multi-bi C-S (3000)** | | | | | **Total** | **Govt C-S** | **%** |
|  |  | |  | | | | | **TRAC 1, 2** | | **TRAC 3** | | **DSS/DAS** | | **TTF** | **Sub-Total UNDP** | **MDG-F** | **GEF** | **GFATM** | **UNHSTF** | **UNV** | **PBF** | **Country co-financing** | **Sub-Total** | **EC** | **Netherlands** | **Japan** | **SIDA** | **…** |  |  |  |
|  |  | |  | | | | |  | |  | | 4000 | | 4120 | | 11999, 4400 | | 2000 |  | 30000 | 62000 | 30078 | 30071 | 70100 | … | 11888 |  | 30079 | 30000 | 32041 | 54050 |  |  |  |  |
| 1 | DEMOCRATIC GOVERNANCE | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | or GOVERNANCE AND SOCIAL INCLUSION | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Sub-Total 1. | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 | SOCIAL INCLUSION | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | or RURAL AND REGIONAL DEVELOPMENT | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Sub-Total 2. | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 | ENERGY AND ENVIRONMENT | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | | Sub-Total 3. | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 | HUMAN SECURITY | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 | or JUSTICE AND HUMAN SECURITY | | | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  | |  | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | | Sub-Total 4 | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | | TOTAL | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 100.0 |
|  |  | | % | | | | |  | |  | |  | |  | |  | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 100.0 |
|  |  | | |  |  |  |  | |  |  |  | |  | |  | |
|  |  | | |  |  |  |  | |  |  |  | |  | |  | |
|  |  | | |  |  |  |  | |  |  |  | |  | |  | |
|  |  | | |  |  |  |  | |  |  |  | |  | |  | |
|  |  | | |  |  |  |  | |  |  |  | |  | |  | |
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|  |  | | |  |  |  |  | |  |  |  | |  | |  | |

## 

1. UNIFEM was absorbed into the new entity UN Women on 1 January 2012 [↑](#footnote-ref-1)
2. This area correspmded to Outcomes 4.1 Risk and disaster management, 4.2 SALW, mines and armed violence management; 4.3 Migration and border management of the UNDAF are 4/ Human securioty. [↑](#footnote-ref-2)
3. OECD/DAC definitions of relevant evaluation criteria are:

   **Efficiency**   
   A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

   **Effectiveness**   
   The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.

   **Relevance**The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirement, country needs, global priorities and partners’ and donors’ policies.

   **Impact**The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

   **Sustainability**The continuation of benefits from a development intervention after major development assistance has been completed. The probability of long-term benefits. The resilience to risk of the net benefit flows over time. [↑](#footnote-ref-3)
4. ILDP provided more than $8.0 million , including in prior CPAP, [↑](#footnote-ref-4)
5. MTS provided more than $4 million for two phases, including during prior CPAP [↑](#footnote-ref-5)
6. Seen Annex 5 Implementation and Financial Matrix, (Sub-total 2.1) [↑](#footnote-ref-6)
7. During present CPAP with more during prior CPAPO [↑](#footnote-ref-7)
8. NB Although Prevention of Crisis and Conflict is considered as a second outcome in the RRF (with a number of 5) under 4. Human Security, for the sake of clarity, it should have been numbered 4.2, and Access to justice and human rights numbered as 4.1. Alternatively, Prevention of crisis and conflict should have been considered as a separate programmatic area (no 5) [↑](#footnote-ref-8)
9. 1.2. Participatory local policy and planning. Local governments and civil society have capacity and manage participatory, accountable and integrated policy development, implementation and review. [↑](#footnote-ref-9)
10. Mid-Term Evaluation of the Strategic Planning and Policy Development Project in BiH by Bettina Rafaelsen and Esref Kenan Rasidagic (Occtober 2010) [↑](#footnote-ref-10)
11. **Council of Ministers:** Ministry of Communication and Transport, Ministry of Civil Affairs; Ministry of Foreign Trade and Economic Relations

    **Federation of BiH:** Ministry of Agriculture, Water Management and Forestry, Ministry of Transport and Communication; Ministry of Energy, Mining and Industry; Ministry of Labour and Social Policy; Ministry of Development, Entrepreneurship and Craft

    **Republika Srpska:** Ministry of Agriculture, Forestry and Water Management, Ministry of Transport and Communication; Ministry of Industry, Energy and Mining; Ministry of Labour and War Veterans

    Ministry of Health and Social Policy; [↑](#footnote-ref-11)
12. SPPD Strengthening National Capacities for Strategic Planning and Policy Development (SPPD) Phase I - Mid-Term Evaluation - Bettina Rafaelsen and Esref Kenan Rasidagic (2010) [↑](#footnote-ref-12)
13. The 2010 Annual Report(1 January to 31 December 2010) (24 February 2011) [↑](#footnote-ref-13)
14. Source: e-Leadershiop Programme for Western Balkans, Final Project Reprot, 2011 (February 2008 – December 2011) [↑](#footnote-ref-14)
15. eGovernance and ICT Usage Report for South East Europe - 2nd Edition (56984) (2009, 2010, 2011) [↑](#footnote-ref-15)
16. The classification of the LOD III project was transferred to Outcome 2 in the Atlas, in contrast to LOD I and II which are classified under Outcome 1. The consequences of transferring projects to different outcomes makes consistent monitoring more difficult. [↑](#footnote-ref-16)
17. External Project Evaluation, Reinforcement of Local Democracy II (LOD II), Dr Tihomir Knezicek (March 2012) [↑](#footnote-ref-17)
18. LSGU –Local Government Support Units (?) [↑](#footnote-ref-18)
19. Municipal Training System project (48244), Final Project Report (January, 2008 - December, 2011), and

    Final Project Review of the Municipal Training System (MTS) Project Final Report, Thomas Kerscher (9 October 2011) [↑](#footnote-ref-19)
20. Ref UNDAF Evaluation Report (pages 19, 21 and 29) [↑](#footnote-ref-20)
21. Pipeline proposal for VCE Laboratories and livestock breeding.under 3.2.1 above. [↑](#footnote-ref-21)
22. $1,773,465 budgeted [↑](#footnote-ref-22)
23. Electrification Of Areas Of Accomplished Return Final Evaluation (October 2012) prepared by project team. [↑](#footnote-ref-23)
24. Srebrenica Regional Recovery Programme Mid-Term Evaluation , by Hamid Chaudhry, and Steven Tweedie [↑](#footnote-ref-24)
25. Project document - Local Development Programme – draft Project document (2011 – 2014), but unsigned [↑](#footnote-ref-25)
26. UNDP RO Bihac for West-Northwestern BiH, The First Biannual Report (undated, but assumed as December 2012) [↑](#footnote-ref-26)
27. Report on UNDP Herzegovina Regional Office establishment and initial year of Regional Programme implementation: 2011 [↑](#footnote-ref-27)
28. UNDP Comment “There should have been some spending in 2012 as well”,( under a total of $100,000) but information not available at time of drafting. [↑](#footnote-ref-28)
29. Clarification required on this pipeline project (included in POS budget lists. [↑](#footnote-ref-29)
30. Clarification requited on LF-MZ project. (included in POS budget lists. [↑](#footnote-ref-30)
31. Estimated cost of this new pipeline project, is $970,000 but is not included due to lack of details. [↑](#footnote-ref-31)
32. Joint project by UNDP, UNICEF and UNHCR, total budget estimate: USD 2.16 M, UNDP share: 1.28 - annualized details not available at time of drafting. [↑](#footnote-ref-32)
33. Applying the Human Security Concept to Stabilize Communities in Canton 10 - Project proposal for the UN Trust Fund for Human Security (UNTFHS) (2013 – 2015) (February 2013) [↑](#footnote-ref-33)
34. 1. Culture and Development: - Final MDG-F Joint Programme, Narrative report,(Robert Travers, June 2012) [↑](#footnote-ref-34)
35. Community Reconciliation through Poverty Reduction (CRPR), Final Evaluation, by Alex Boyd and Rasim Tulumovic (April 2010) [↑](#footnote-ref-35)
36. Youth Employability and Retention Programme – Mid-Term Final Evaluation (April 2012), Dietmar Aigner and Final Evaluation (March 2013), Dietmar Aigner [↑](#footnote-ref-36)
37. Final Evaluation of the Millennium Development Goal Achievement Fund Mainstreaming Environmental Governance - Linking local and national action (Thematic window: Environment and Climate Change), Dietmar Aigner (April 2013) [↑](#footnote-ref-37)
38. DPSIR- Driving force, Pressure, State, Impact, Response. [↑](#footnote-ref-38)
39. - Mid-term Evaluation Report - Josh Brann and Sanja Pokrajac (June 17, 2011) [↑](#footnote-ref-39)
40. Josh Brahn Final Evaluation Report - [Mainstreaming Karst Peatlands Conservation Concerns into Key Economic Sectors - KARST](http://www.undp.ba/index.aspx?PID=21&RID=78) (60010) (April 2013) [↑](#footnote-ref-40)
41. Environment Sector considers that this target is unrealistic and should be 3. [↑](#footnote-ref-41)
42. Source to be clarified. [↑](#footnote-ref-42)
43. Source: Western Balkans Environmental Programme Final Report 2007 – 2010 (October 2010) [↑](#footnote-ref-43)
44. Evaluation of UNIDO/GEF Project: Bosnia and Herzegovina – Biomass Energy for Employment and Energy Security (BEEES) (PIM 3880) – Mid-Term Evaluation (MTE) March 2012, Roland Wong and Sanja Pokrajac. [↑](#footnote-ref-44)
45. . Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure (Joint Project MDG-F UNDP and UNICEF) - Final Review – Lilit Melkiyan (March 2013) [↑](#footnote-ref-45)
46. http://www.undp.ba/index.aspx?PID=21&RID=95 [↑](#footnote-ref-46)
47. Preventing and Combating Sexual and Gender Based Violence in Bosnia and Herzegovina (64118): Final Narrative Report under Joint Programme ([United Nations Trust Fund in Support of Actions to Eliminate Violence against Women (UN Trust Fund to EVAW)](http://www.unifem.org/untfevaw) (January 2010 – January 2013. [↑](#footnote-ref-47)
48. Report of the Evaluation [Preventing and Combating Sexual and Gender Based Violence in Bosnia and Herzegovina](http://www.undp.ba/index.aspx?PID=21&RID=88) (Samir Sosevic and Jasmina Muric (April 2013) [↑](#footnote-ref-48)
49. Annual Reports : Support for the Processing of War Crimes Cases (SPWCC), 2009, 2010, 2011 [↑](#footnote-ref-49)
50. NB Same Outcome as for 3.4 Human Security [↑](#footnote-ref-50)
51. Final Narrative Report: Building Capacity in Disaster Risk Reduction through Regional Cooperation (March 2009 – September 2011) [↑](#footnote-ref-51)
52. Ex-post Final Evaluation Report Integrated Mine Action Program, **Emina Abrahamsdotter, 30/04/2010** [↑](#footnote-ref-52)
53. Figures given in http://www.undp.ba/index.aspx?PID=21&RID=68 [↑](#footnote-ref-53)
54. Small Arms Control and Reduction Programme The Final Report (1 June 2007 to 31 July 2012) [↑](#footnote-ref-54)
55. **UNDAF Outcome(s):** By 2014, Government adopts policy, regulatory and institutional frameworks to address human security challenges, including threats posed by communicable diseases and disasters, landmines and small arms and light weapons, armed violence, and also addresses the issues of migration and women, peace and security. [↑](#footnote-ref-55)
56. Armed Violence Prevention Programme Progress Report, January-March 2013 [↑](#footnote-ref-56)
57. Also covers Tuberculosis control, but project included under 5.5 due to difficulty of splitting budget between HIV/AIDS and Tuberculosis control. [↑](#footnote-ref-57)
58. Figures from <http://www.undp.ba/index.aspx?PID=21&RID=90> (16/2/2012) [↑](#footnote-ref-58)
59. Coordinated Response to HIV/AIDS and Tuberculosis in a War-torn and Highly Stigmatized Setting” (53291) Final Report on Activities and Results, Period Covered: 2006-2011 . [↑](#footnote-ref-59)
60. http://www.undp.ba/index.aspx?PID=21&RID=94 (up-dated 24-2-2012012) [↑](#footnote-ref-60)
61. With six Expected Results of 5.1 Disaster risk reduction; 5.2 Small arms and light weapons, mine action and the elimination of risks;

    5.3 Community policing, security social cohesion, 5.4 Demobilisation and reintegration of soldiers and security sector reform;

    Border management; 5.5 HIV/AIDS and 5.6 Tuberculosis control – Strengthening DOTS strategy. [↑](#footnote-ref-61)
62. 4.1 Access to justice (including combating gender-based violence) and 4.2 War crimes processing [↑](#footnote-ref-62)
63. 5.5 HIV/AIDS and 5.6 Tuberculosis – Strengthening DOTS strategy [↑](#footnote-ref-63)
64. Governance and social inclusion is made up mainly of projects from the former 1. Governance area as well as the HIV/AIDS and TB DOTS projects from 5. Crisis and conflict prevention. [↑](#footnote-ref-64)
65. Regional and rural development absorbed most of the projects from the former 2. Social Inclus9ion, as well as some from 1. Governance.. [↑](#footnote-ref-65)
66. ## Annex 6 Template for recording sources of funding for UNDP CPAP could be used to record budgets/expenditures by source of funding, to be adapted as necessary by POS.

    [↑](#footnote-ref-66)
67. To be completed, and updated on a regular basis to reflect actual expenditures, once these figures are received. [↑](#footnote-ref-67)
68. See also 3.1.2 Local economic development and poverty reduction [↑](#footnote-ref-68)
69. NB the use of a Word format with the original CPAP RRF in which many indicators are grouped in each row is not satisfactory due to “slippage” when adjusting the width of columns. [↑](#footnote-ref-69)
70. A figure 1 should be placed in the appropriate column, with the square coloured for ease of reference. Sub-totals and totals should then be given for each Expected Output, Expected Outcome and Outcome. Summary tables can then be made, with graphs or pie-charts to facilitate analysis of the results. [↑](#footnote-ref-70)
71. Also cross-cutting under 6.1 [↑](#footnote-ref-71)
72. Provision of information for the up-dating of Annex 12 UNDAF Financial Monitoring Matrix (see UNDAF Evaluation Report, Annex 12). This would ensure that the UNDP financial monitoring records are linked to UNDAF M & E ones. [↑](#footnote-ref-72)