United Nations Country Team
in Bosnia and Herzegovina

UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK

2010-2014

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This UNDAF has been prepared by the United Nations Country Team 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.

Four main goals have been identified that will set the direction and scope of action of UN system development assistance in the next five years. These are:

- 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, 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.

By signing hereunder the participating parties endorse the UNDAF and underscore their joint commitment to the fulfillment of its goals.

Council of Ministers of BiH: United Nations Country Team:

H.E. Mr. Nikola Spiric   Ms. Christine NcNab
Chairman   UN Resident Coordinator

Sarajevo, Bosnia and Herzegovina
March 2009

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UN COUNTRY TEAM IN BOSNIA AND HERZEGOVINA

By signing hereunder the members of the United Nations Country Team endorse the UNDAF 2010-2014 and underscore their joint commitment to the fulfillment of its goals.

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Abbreviations

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
DHS	Demographic Health Survey
DRR	Disaster Risk Reduction
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EIB	European Investment Bank
EU	European Union
EUR	Euro
FAO	Food and Agriculture Organization of the United Nations
FBiH	Federation of Bosnia and Herzegovina
GDP	gross domestic product
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
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
MDG	Millennium Development Goal
MDG-F	UNDP-Spain MDGs Achievement Fund
MEA	Multi-lateral environment agreements
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
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
UNCT	United Nation Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
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
UNISDR	United Nations International Strategy for Disaster Reduction
UNV	United Nations Volunteers
USD	United States Dollar
ILO	International Labour Organization
WHO	World Health Organization

Map of Bosnia and Herzegovina

BiH facts and figures

	Indicator	Figure	Units	Year	Source
Demographic	Population (est)	3,315	000s	2007	LFS 2007
	Population by sex	51.4	% female	2007	LFS 2007
	Population by age (under 15)	17.8	%	2007	LFS 2007
	Population by age (15-64)	67.4	%	2007	LFS 2007
	Population by age (over 64)	14.8	%	2007	LFS 2007
	Birth rate	1	births per woman	2006	World Bank Development Indicators
	Natural growth rate: natural change (births minus deaths) (per 1,000 inhabitants)	-0.2	births - deaths	2007	EC - BiH Progress Report 2008
Economic	GDP (nominal)	20,950	KM millions	2007	BiH Central Bank Annual Report
	GDP (nominal)	14,655	US$ millions	2007	BiH Central Bank Annual Report
	GDP per capita	3,802	US$	2007	BiH Central Bank Annual Report
	GDP, real growth	6.0	%	2007	BiH Central Bank Annual Report
	Unemployment rate	23.4	%	2008	LFS 2008 (preliminary data)
	Unemployment rate by sex (female)	26.8	%	2008	LFS 2008 (preliminary data)
	Unemployment rate by sex (male)	21.4	%	2008	LFS 2008 (preliminary data)
	Unemployment rate, youth	47.5	%	2008	LFS 2008 (preliminary data)
	Labour force share by sex (male)	63.5	%	2007	LFS 2007
	Labour force share by sex (female)	36.5	%	2007	LFS 2007
	Inflation rate April 2008 (12-month average)	3.5	%; year-over-year	2008	BiH Statistics
	Inflation rate April 2008	7.5	%; year-over-year	2008	BiH Statistics
	Industrial production (FBiH)	8.6	%	2007	BiH Central Bank Annual Report
	Industrial production (RS)	1.4	%	2007	BiH Central Bank Annual Report
	Average net wage (FBiH)	662	KM per month	2007	BiH Statistics
	Pension (FBiH)	284	KM per month	2007	BiH Statistics
	Consumer basket (FBiH)	509	KM per month	2007	BiH Statistics
	Average net wage (RS)	585	KM per month	2007	BiH Statistics
	Pension (RS)	230	KM per month	2007	BiH Statistics
	Consumer basket (RS)	500	KM per month	2007	BiH Statistics

	Indicator	Figure	Units	Year	Source
	Average net wage (BD)	684	KM per month	2007	BiH Statistics
	Pension (BD)	243	KM per month	2007	BiH Statistics
	Consumer basket (BD)	438	KM per month	2007	BiH Statistics
	Average net wage (BiH)	630	KM per month	2007	BiH Statistics
	External debt of Government Sector / GDP	18.6	%	2007	BiH Central Bank Annual Report
	External debt servicing	3.0	% of exports	2007	BiH Central Bank Annual Report
	Foreign direct investment	2.89	billion KM	2007	BiH Central Bank Annual Report
	Foreign direct investment	13.8	% of GDP	2007	BiH Central Bank Annual Report
	Imports	13.9	billion KM	2007	BiH Central Bank Annual Report
	Exports	5.9	billion KM	2007	BiH Central Bank Annual Report
	Foreign trade deficit	8.0	billion KM	2007	BiH Central Bank Annual Report
	Gross foreign reserves	6.7	billion KM	2007	BiH Central Bank Annual Report
	Net free foreign reserves	393.7	million KM	2007	BiH Central Bank Annual Report
Poverty	Laeken indicator, "At risk of poverty rate" (relative measure; 60% of medial income)	23.7	%	2007	NHDR 2007 / Household Budget Survey
	Laeken indicator by sex (female)	23.7	%	2007	NHDR 2007 / Household Budget Survey
	Laeken indicator by sex (male)	23.7	%	2007	NHDR 2007 / Household Budget Survey
	Headcount	17.8	%	2004	World Bank LSMS (wave #4)
	Human poverty Index	13.9	%	2004	Human Development Report
Health	Life expectancy (male)	72.1	years	2006	World Bank Development Indicators
	Life expectancy (female)	77.3	years	2006	World Bank Development Indicators
	Infant mortality rate (per 1,000, under 5)	15	deaths	2006	World Bank Development Indicators
	Infant mortality rate (per 1,000, under 1)	7.5	deaths	2006	EC - BiH Progress Report 2008
	Maternal mortality rate (per 100,000 births)	5.05 (e)	deaths	2001	UN Statistics Division
	Infant low birth weight rate	4.5	%	2006	UNICEF BiH (MICS 2006)

	Indicator	Figure	Units	Year	Source
Education	Child immunization rate (tuberculosis)	95.8	%	2006	UNICEF BiH (MICS 2006)
	Child immunization rate (polio)	79.0	%	2006	UNICEF BiH (MICS 2006)
	Child immunization rate (DPT)	78.0	%	2006	UNICEF BiH (MICS 2006)
	Child immunization rate (measles)	75.0	%	2006	UNICEF BiH (MICS 2006)
	Child immunization rate (full immunization)	61.2	%	2006	UNICEF BiH (MICS 2006)
	Adult HIV prevalence rate	< 0.1	%	2005	World Bank Development Indicators
	Population connected to main water supply system	< 60 (e)	%	2007	UNDP BiH MDG Update Report, 2004: UNDP est.)
	Population with sewage disposal	< 40 (e)	%	2007	UNDP BiH MDG Update Report, 2004: UNDP est.)
	Primary school attendance rate	98.4	%	2006	UNICEF BiH (MICS 2006)
	Secondary school attendance rate	79.3	%	2006	UNICEF BiH (MICS 2006)
	Women with no school education	17	%	2007	National Human Development Report (2007)
	Men with no school education	6	%	2007	National Human Development Report (2007)
Human Security	Mine coverage	3.42	% of landmass	2008	BiH Mine Action Centre
	Returnees (from abroad since GFAP - 1995)	446,611	individuals	Dec. 31, 2007	UNHCR BiH
	Returnees (of displaced persons since GFAP - 1995)	578,400	individuals	Dec. 31, 2007	UNHCR BiH
	Returnees (total since GFAP - 1995)	1,025,011	individuals	Dec. 31, 2007	UNHCR BiH
	Internally displaced persons	130,984	individuals	Dec. 31, 2007	UNHCR BiH
Lifestyle	Internet penetration	20.3	%	2007	International Telecommunication Union
	Number of cell phone users per 1000 population	274.2	owners	2003	EC - BiH Progress Report 2008
Infrastructure	Density of rail network (per 1,000 km^2)	20.1	operating lines	2007	EC - BiH Progress Report 2008
Human Development	Human Development Index	0.804		2004	NHDR 2007)
	Gender Development Index	0.801		2004	NHDR 2007
	Government leadership positions held by women (presidential, ministerial, deputy)	9	%	2007	BiH Government

Executive Summary

The second United Nations Development Assistance Framework (UNDAF) for Bosnia and Herzegovina (BiH) provides a framework for coherent and coordinated United Nations (UN) development assistance for the period 2010 2014. It recognizes accession to 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 United Nations Country Team (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 UNDAF implementation, the UN is taking an overall strategic approach to capacity development at all levels of Government and civil society. In this respect, the UNCT will in particular work towards developing the capacities of government institutions to develop and implement evidence-based policies and promote inclusive quality public services. Local level interventions will prioritise a rights-based and gender sensitive approach, and prioritise marginalised and excluded groups. Further support will be provided to civil society to participate in the decision-making process and be empowered to claim their rights. There will also be a partnership with the private sector. 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 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 for socially excluded and vulnerable groups.

3) **Environment**, including the strengthening of environmental management mechanisms to meet EU accession and multilateral environmental agreements requirements and, at the same time, to support 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 all four areas the United Nations supports BiH on its road to Europe. The centrality of the EU agenda in BiH calls for a special form of cooperation whereby UNCT assistance is congruent with EU accession and at the same time reinforced by a particular emphasis on human rights and inclusive development. In line with the UN principles of engagement, the following five principles will be mainstreamed in all activities implemented under this UNDAF: human-rights based approach to development, gender equality, environmental sustainability, results-based management and capacity development.

1. Introduction

The development context of Bosnia and Herzegovina (BiH) is firmly grounded in the country's aspiration of membership in the European Union (EU). The signing of the Partnership for Peace Agreement with NATO in late 2006 and the Stabilization and Association Agreement (SAA) in June 2008 has generated a positive momentum for further reforms. Nonetheless, the human development challenges in BiH persist. The country is undergoing major transitions in its development path, political system and economy, while still dealing with the legacy of the war and an overly-complex political structure. At the same time, the process of EU accession requires and demands equitable socially inclusive development based on human rights. The United Nations in BiH is well positioned to provide support to the BiH Government, building on work done with the government during the 2005 – 2009 UNDAF period.

In this regard and in line with the United Nations reform process launched in 1997, the UN Country Team (UNCT) in BiH has developed the second United Nations Development Assistance Framework (UNDAF), for the period 2010 - 2014. With the Common Country Assessment (CCA), UNDAF provides a framework for coordinated UN development assistance. Through the UNDAF, the UNCT aims to increase the efficiency and effectiveness of its support to the Government in addressing the national development priorities, while taking into account the development frameworks of the Millennium Declaration and the Millennium Development Goals (MDGs). The 2010 - 2014 UNDAF recognizes EU accession as the overarching national priority, and the document is fully aligned with the Paris Declaration principles as well as with international conventions and treaties signed by the Government.

The current development agenda in BiH is complex. While the country has made significant progress in terms of economic stability and steady growth, the intricate political and administrative structure complicates the delivery of development results. Consensus building and decision making involves the State Government, the two Entities (the Federation of Bosnia and Herzegovina and Republika Srpska) and Brčko District. The Federation of BiH is in turn sub-divided into 10 Cantons, each with primary responsibility for service delivery. Efficient decision-making is weakened by the lack of merit-based career management systems for the civil service. In addition, the country's development programme is implemented in a political context of heightened nationalist rhetoric[1], which increased during and after the October 2008 local government elections. Public confidence in institutions remains rather low and mechanisms for transparency and accountability require further strengthening. While certain institutions in the justice sector, such as the High Judicial and Prosecutorial Council, the Court of BiH, and the Prosecutors Office have in the past adequately dealt with criminal proceedings, the overall access to justice remains limited, especially in terms of mechanisms for dealing with the past.

Although BiH has experienced stable GDP growth, averaging approximately 6% per year since 2000, the unemployment rate remains high at 23.4%[2]. With the global economic down-turn performance is likely to weaken in the short to medium term, with a significant slowdown in growth to between 2 – 4 %, a fall in remittances, stagnating or even falling government revenues and lower private investment rates because of the credit crunch.

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[1] Council of Europe, 2008, "Honouring of obligations and commitments by Bosnia and Herzegovina", Doc.11700, 15 September 2008, 15 September.
[2] The Agency for Statistics of Bosnia and Herzegovina (BHAS), the Federal Institute of Statistics, the Republic Institute of Statistics of the Republic of Srpska, 2007, *Labour Force Survey*.

Regarding employment, the large informal sector is likely to continue, as will the high unemployment rate for youth, with young women especially affected. The poverty situation in BiH remains that of relative poverty, with close to one fourth of the population are at risk of poverty, while over half face some form of exclusion. The most vulnerable include the elderly, persons with disabilities, displaced persons, returnees, refugees and asylum seekers, Romany, families with two or more children, unemployed and low-skilled youth, and the national minorities or constituent peoples living in minority situations. 37% percent of displaced persons live in poverty and the children from displaced or returnee families often experience exclusion due to stigmatization, segregated school curricula, lack of transportation to school or barriers to accessing basic services. Some 76% of Romany are without primary education and 92% are unemployed or working in the informal economy[3].

Women in BiH are in a particularly precarious situation, experiencing three development challenges: exclusion from political processes, access to employment and gender-based violence. In the political sphere, women constitute only 9% of the political leadership at the State and Entity levels. The unemployment rate of 26.8% among women is higher than that among men (21.4%), and domestic violence research suggests that it is directed at women and children five times more often than at men.

The social services and the social protection systems face a set of challenges of their own. Entitlement to social protection assistance in BiH is largely based on status rather than need, while the delivery of assistance at the local level is impeded by underfinanced and understaffed Centres for Social Work. The status-based approach means that there are inefficient payments to people, such as war veterans and state pensioners, whilst many of those living in severe poverty receive nothing. The education system, meanwhile, is characterized by high levels of ethnic discrimination and has attendance rates which are low compared to the rest of the region. The health system is fragmented and inefficient: one fifth of the population is not covered by health insurance.

Parallel to these development challenges, BiH still has to deal with the legacies of war. Approximately 16% of households possess illegal weapons, 3.4% of the territory is contaminated mines and there are significant stockpiles of surplus arms and ammunition. In addition to the direct threat posed to human security, mine contamination hampers the development of sectors such as agriculture, environmental protection and tourism. While environmental protection is emerging as a priority for the Government, there is a lack of sufficient capacities, strong policy and a legal framework at the state-level.

Despite serious challenges, both within the political and public sphere there is a high level of consensus about the country's future in the European Union. This is the context in which the Government undertakes the national planning process, with a focus on aligning national strategies with the European Partnership and the SAA. The centrality of the EU agenda calls for a special form of cooperation with the UN whereby UN assistance is congruent with the EU accession agenda, while reflecting the UN emphasis on human rights and inclusive development. The UN is uniquely positioned to support the Government to develop the relevant capacities for EU accession, including those pertaining to absorption and implementation of the pre-accession financing mechanisms. Secondly, the UN's understanding of inclusive development is driven by the human rights-based approach to development, taking into account the responsibility of "duty-bearers", the Government and service providers, toward the "rights- holders", the people, and their ability to realise their inherent and unalienable rights. On another

[3] UNICEF, 2007, *Social Exclusion with a Special Focus on Roma Children in South East Europe.*

level, the mandates of the UN agencies are firmly embedded within the UN Charter, and as such, the UNCT has a special obligation to provide support to the Government of BiH in fulfilment of its obligations and commitments vis-à-vis the international conventions and treaties.

The new national planning process was officially initiated in September 2007 by the BiH Coordination Board for Economic Development and EU Integration and therefore the UNCT initiated the second UNDAF planning exercise in 2008, a delay of one year, in order to synchronize its own planning process with that of the Government. In line with the key decisions of the BiH Coordination Board, the Department of Economic Planning (DEP) has undertaken the preparation of two development strategies for the period 2008-2013: the Country Development Strategy (CDS) and the Social Inclusion Strategy (SIS). The new strategies follow EU methodology and incorporate the lessons learned from the previous strategy, the Medium-Term Development Strategy (2004 – 2007)[4]. The new strategies will identify mid-term and long-term economic and social development goals and priorities, and will serve as the basis for preparation of the National Development Plan and the Joint Inclusion Memorandum (3-year period), both of which are mandatory prerequisites for EU membership once the country receives EU candidate status. The Government is also preparing a Public Investment Programme (PIP) for the period 2009 – 2011. The Government's investment in development is indicated by the planned total capital expenditure of 1.55 billion KM for 2009 (I KM is approximately 0.5 Euro), which includes donor contributions but not the loans from the IFIs, EIB, EBRD and other institutions, which may be substantial. As is shown in the CCA, loans have become more important sources of revenue than grant funding.

The Government has not yet finalised the new strategies. DEP has completed the Country Situation Analysis which was approved by the BiH Advisory Board in October 2008 and will underpin the CDS and SIS. The Country Situation Analysis provides an overview of the current socio-economic situation in BiH, identifies challenges, resources and opportunities and suggests a set of goals and priorities for the two strategic documents[5]. The proposed goals and priorities for the CDS are: strengthened macroeconomic stability, sustainable development, competitiveness, employment, EU integrations and social inclusion. The final goal of the CDS, social inclusion, will form the basis of the Social Inclusion Strategy, for which five key goals and priorities have been identified: improve pension policy, improve protection of families with children, improve the health care system, improve the education system, employment and social policies. These two sets of goals and priorities are the overall context of UN development support and future collaboration with the Government.

The 2010-2014 UNDAF planning has been conducted through a consultative, comprehensive and dynamic strategic priority-setting process and has included the entire UN presence (resident and non-resident) in the country, focusing on the competencies and mandates of the UN vis-à-vis the specific development challenges in BiH. At the CCA workshop held in April 2008 a number of national challenges were highlighted as needing to be taken into consideration when planning the new UNDAF period. These include: the state structure/constitutional reform, preparation for EU membership, economic development and job-based growth, gaps in statistics and the need for a

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[4] Analysis of the results of the MTDS has shown that the expression of the goals, indicators and priorities therein did not allow for reliable validation. In addition to identifying clearer goals, the Government's assessment of the MTDS has called for the next strategies to include a stronger M&E framework, a clear identification of financial and human resources needed for implementation, the mainstreaming of gender, the re-prioritisation of measures not implemented and the goals to be agreed through a consultative process.

[5] BiH Council of Ministers, Directorate for Economic Planning, "Preparation of Development Documents for the period 2008 – 2013", Presentation to the Donor Coordination Forum, Sarajevo, September 23, 2008.

national census, environmental degradation /pollution / management, need for social inclusion-protection/inclusive growth, reconciliation and institutional development. The CCA draws upon research carried out by the Government, the UN agencies, and other organisations in the international community in BiH. At the UNDAF Prioritisation Workshop held in October 2008 the Government representatives were from the DEP, the Directorate for EU Integration (DEI), the Ministry of Finance Treasury and the two Entity governments. There were also representatives of civil society, the European Commission (EC) and some donor partners.

The selection of the common United Nations development issues was guided by four specific considerations: the shift in the BiH agenda from post crisis to development, the EU accession process, the need to ensure that BiH will meet its MDG targets and Millennium Declaration commitments by 2015 and the commitment of the Government to meet their human rights and other international convention obligations. During the UNDAF Prioritisation Workshop and the UNCT internal follow-up planning exercise in October 2008, and further consultations with the Government and civil society representatives, agreement was reached on the four sectors to be the basis of a joint Government–UNCT programme of work: democratic governance, social inclusion, the environment and human security. These sectors are in line with national and EU priorities, with a human rights based approach underlying all the interventions, and gender and youth issues mainstreamed across the programme.

Four UNDAF Outcome Working Groups undertook substantive work to further delineate the priority areas and corresponding strategies, while the specific UNDAF Outcomes, Agency Outcome and Output results and indicators were further developed. The planning was done using Human Rights Based Approach and Results Based Management principles and tools. This resulting UNDAF framework is envisioned as a living document, flexible enough to respond to BiH's evolving political, social, and economic context. Other projects may be developed during the UNDAF period, especially joint activities that may be financed by the UNDP-Spain MDGs Achievement Fund (MDG-F) and other UN trust funds.

Building on lessons learned during the last UNDAF cycle, this UNDAF is intended to:
- Reflect the contributions of the individual UN agencies, as well as the UNCT as a whole, in an EU oriented environment;
- Formulate a cooperation framework in line with the BiH development environment – with a special emphasis on fostering inclusive development;
- Be targeted and focused; and,
- Reflect the increased convergence in UNCT planning through a number of joint initiatives in critical target areas.

Overall, the current UNDAF aims to allow the United Nations to be an active, coordinated and responsive partner of the people and the Government of Bosnia and Herzegovina.

2. UNDAF Results

The overall objective of the UN cooperation in BiH for the period 2010-2014 is to support the implementation of the country's development and social inclusion plans, paying particular attention to the BiH path toward membership of the European Union (EU). Being firmly situated within the human-rights based approach, UNDAF lays out a framework for assistance with both government and civil society. The programme focuses on strengthening national institutional capacities at all levels to develop and implement evidence-based policies and provide equitable and inclusive quality public services. At the same time, civil society will be assisted to participate in policy development, implementation and decision making.

The UNDAF sets outs three levels of results expected from the UN cooperation in BiH for the period 2010-2014. At the UNDAF Outcome level the contribution is articulated in terms of specific development results that reflect the planned priority actions of the Government and civil society, enabling them to better perform their respective roles. Through the specific Outcomes in each intervention area the main policy and, legal and institutional gaps which restrict the government, at all levels, from formulating evidence-based policies and the responsible authorities from delivering inclusive basic social services will be addressed. At the Output level, the interventions will target capacity gaps that hinder the various levels of Government from fulfilling their commitments and, in turn, prevent the people of BiH from accessing their rights. Although the civil service is well organised and staffed there are specific capacity gaps which include motivation, specific knowledge and skills, human and financial resources, as well as coordination and communication capacities.

To achieve these results the UN agencies in all their activities will give priority to:

- *Promotion of evidence-based policy making* through supporting the national capacities for data collection and analysis, with particular emphasis on economic and social disadvantage, and the impact of political and economic reforms on social exclusion;
- *Support to policy integration across all governance* levels, to ensure standardisation of protocols, guidelines and operating procedures at the State, Entity (and cantons where relevant) and municipal levels;
- *Support to policy integration across all sectors,* to promote a multi-sectoral policy and service delivery approach, with a focus on the socially excluded groups; and,
- *Promotion of the participatory approach to policy development,* to ensure active engagement of non-governmental stakeholders in policy planning, implementation and monitoring.

The results to be achieved by the BiH UNDAF 2010-2014 are briefly described below. The complete Results and Resources Framework is detailed in Annex I.

2.1.1. UNDAF Outcome 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.

National Priorities:

National Development and Social Inclusion Strategies 2008-2013.
European Partnership/EU Integration Strategy

Relevant National MDGs:

MDG 1: Eradicate poverty and hunger
MDG 3: Secure gender equality
MDG 8: Develop global partnerships for development

The following are the four Democratic Governance Outcomes:

DG 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.

DG Outcome 1.2: Government at all levels modernises public sector practices through public administration reform and promotion of social dialogue between government, workers' and employers' organisations and public-private partnership for urban and rural development.

DG 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.

DG 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 accountability.

Transparent, accountable and participatory governance is the key to ensuring inclusive development. BiH's challenges stem from a unique constitutional and administrative structure, with a lack of clearly delineated responsibilities among the institutional levels and duplicated structures. The current system of government and public administration, together with social spending, is according to the 2008 EBRD Report a major macroeconomic challenge as the level of consolidated public spending has been increasing as a percentage of GDP and is currently at around 44 percent. BiH's global ranking is in the bottom 20% of countries in terms of government effectiveness. The unusual characteristics of BiH's governance system are coupled with administrative challenges, which are reflected in policymaking, public finance and human resources management. While the EC, in its latest report on BiH[6], commended the progress made in aligning legislation and policies with the European standards it also stressed that the country's administrative capacity remains weak. The key capacity gaps in public administration that still need to be addressed include financial and procurement management, e-governance, monitoring and evaluation. At the local level the legal and administrative frameworks and resource allocations limit citizens' access to basic public services, which contributes to social exclusion.

Hence, the major thrust of UN support in the area of democratic governance in BiH will be the strengthening of policy, institutional and human capacities of the Government at the State, Entity and local levels, as well as that of the civil society, with a view to fostering a more participatory policy-making process. Four areas of intervention are proposed:

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[6] EC Progress Report on BiH, 7 November 2008.

First, the UNCT will support the Government's capacity at all levels to formulate and develop high quality evidence-based policies by the provision of technical assistance for data collection and analysis, with a particular focus on mechanisms that would strengthen the impact-analysis regarding socially excluded groups and migrant populations.

The second area of support to the Government will focus on the public administration reform process and local governance, in particular the modernisation of public administration and public sector practices at all levels of the Government in line with EU accession requirements. This includes support to the adoption of Standard Operating Procedures and resource management, and the introduction of e-governance systems. Mainstreaming gender into the national policies and strategies will be facilitated through support to Gender Responsive Budgeting. Support for the establishment of BiH Social and Economic Council will play a critical role in facilitating social dialogue and promoting greater governance transparency and accountability.

In parallel, attention will be paid to supporting the local governance bodies, which are often left without the requisite resources to achieve the duties delegated to them. In selected municipalities the UNCT will support the authorities in activities aimed at participatory policy design, implementation and monitoring, with a focus on delivery social service. These activities will be done through a systematic approach linked to all the relevant stakeholders (for example, the sectoral ministries, Entity authorities, the CSOs and the private sector) and the broader reform agenda (public administration reform, civil service reform, education reform, urban development). In addition, specific efforts will be aimed at supporting rural development in selected municipalities, through the public-private partnerships model. Overall, two considerations will guide the activities at the local level: there will be a focus on interventions that bring immediate change at the local level while, at the same time, ensuring linkages to the policy level interventions which drive the structural and systemic change; second, attention will be paid to aligning the local level interventions with the requirements for local governments within the EU accession process.

The third area focuses on access to justice, especially related to the concept of transitional justice. As highlighted in the EC progress report, access to justice in civil and criminal trials remains a matter of concern and equality before the law is not always guaranteed. Furthermore, justice and reconciliation are essential to the future stability and democratic governance of BiH. The challenges of how to deal with the past and ensuring justice for war victims and survivors are the underlying considerations in the approach to reconciliation in BiH. The UN will provide support to the BiH Government and civil society to develop broader transitional justice strategies designed to recognise and remedy past abuses, such as truth-finding endeavours, memorials and reparation programmes. There will also be activities within the justice system and local stakeholders to enhance capacities pertaining to gender-specific issues and confidence in the relevant institutions.

The fourth Democratic Governance Outcome focuses on supporting rights-holders. Interventions will strengthen the capacities of civil society, including those representing the most vulnerable groups, to actively participate in the decision-making process. Specific support will be aimed at enabling civil society to contribute to the policy-planning process and to develop their capacities to hold the authorities accountable for the ways in which public policies and resources correspond to the rights, needs and priorities of all citizens.

The United Nations in BiH is well placed to effectively support the Government in addressing the democratic governance issues. The UN brings extensive technical expertise and experience in democratic governance, evidence-based policy making and

international experience in transitional justice processes. The UN's political neutrality in programming is especially important in a country where decision making is often divided along ethnic and political party lines.

National partners are expected to include, among others, the Directorate for Economic Planning, the Directorate of EU Integration, BiH Statistical Agency, the Entity Statistical Agencies, the Ministry of Human Rights and Refugees, Ministry of Civil Affairs, Ministry of Foreign Affairs, line Ministries at the Entity and Cantonal levels dealing with the social sector, Gender Equality Agency and the Entity Gender Centres, prosecution and court systems, media, and various non-governmental and civil society organisations, including children's, youth and women's networks. International partners will include the EC, World Bank, OSCE, OHR and bilateral cooperation agencies.

2.1.2. UNDAF Outcome 2: SOCIAL INCLUSION
By 2014, Government develops and implements policies and practices to ensure inclusive and quality health, education, housing and social protection, and employment services.
National Priorities:
Country Development Strategy 2008-2013 Social Inclusion Strategy 2008-2013 State Plan of Action for Children 2002-2010 (revised document 2008-2010) Strategy for Implementation of Annex VII of the Dayton Peace Agreement Romany Action Plans on Health, Housing and Employment Strategic Directives for Development of Education in BiH 2008-2015
Relevant National MDGs:
MDG 1: Eradicate poverty and hunger MDG 2: Secure a better education for all MDG 3: Secure gender equality MDG 4: Reduce child mortality MDG 5: Improve maternal health MDG 8: Develop global partnerships for development
The three Social Inclusion Outcomes:
SI 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. **SI Outcome 2.2:** Municipal authorities, citizens, civil society and the private sector increasingly able to contribute effectively to planning and implementation of inclusive social policies at local level. **SI 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.

The UN role in social inclusion is based on the UN's core human rights mandate. Social Inclusion is a concept that has become popularised through the European Union's approach to social policy and sustainable economic growth. The EC defines social inclusion as "*a process which ensures that those at risk of poverty and social exclusion gain the opportunities and resources necessary to participate fully in economic, social and cultural life and to enjoy a standard of living and well-being that is considered normal in the society in which they live*" (EC Joint Report, 2004). It is based on the individual's absolute right to "*having a life associated with being a member of a community*" and to the relative assessment of the individual's circumstances in relation

to the others within the same society. As such, social inclusion is directly linked to the ability of individuals to realise their fundamental human rights. The UN agencies in BiH are uniquely positioned to respond to this particular challenge. Social inclusion is therefore promoted as a social good in itself and as an aspect of the country's EU accession process.

Socially excluded groups in BiH experience the highest risk of income poverty, unemployment and sub-standard housing. They have significant difficulty in accessing basic social services and participating in political life, particularly so for the marginalised rural poor. Social, economic and political exclusion as well as multi-dimensional poverty are ubiquitous problems. Supporting the BiH Government's initiative of reducing social exclusion is a key priority area, especially in the areas of education, employment, social protection, housing, healthcare and rural development. These areas are selected not only for their essential role in human development and social inclusion, but also due to the particular challenges experienced by these systems in BiH. For example, while it is commonly understood and accepted that education is a strategic means for addressing social exclusion and contributing to socio-economic growth, access to quality education and management of the sector remain significant problems in BiH. Furthermore, the system is characterised by high levels of ethnic discrimination and low attendance rates, especially for secondary education. Vulnerable groups also experience limited or no access to quality basic health and reproductive health services. Many are not fully covered by health insurance while the client unfriendly services further discourage them, especially the youth, from seeking advice and assistance. Quality of housing is a problem for the most disadvantaged families.

There are strong correlations between the levels of education, unemployment and poverty in BiH, with 49% of people with less than secondary education living in poverty, as opposed to those with secondary or higher education[7]. Moreover, almost 80% of companies are of the opinion that the education system does not adequately prepare the youth for the world of work[8]. On a systemic level, the weak governance of the labour market, a damaged economic base and poor implementation of privatisation present specific challenges to Government efforts to address the high unemployment rate. There also remains the issue of decent work, and how to enable both the public and private sector to meet international labour standards. Finally, having a job is not always a long term solution to reducing social exclusion; although they work, approximately 34 percent of BiH workers are engaged in the informal economy (50 percent among young workers)[9] and informal employment can quickly turn into unemployment. Low quality and limited access to employment opportunities must be addressed at both the policy and the service provision level.

The social protection system plays an important role in the prevention of poverty and social exclusion among families with children, youth, elderly, individuals with disabilities and other population groups with limited ability to participate in economic activities. The social welfare and pension systems are crucial for the provision of a safety net for the most vulnerable groups and in mitigating the rising inequality, economic insecurity and social exclusion. In BiH, social protection assistance is largely based on status rather than on need and the Centres for Social Work are largely under-financed and understaffed, and these challenges must be tackled.

In its approach, the UN will support the Government in providing access to the right to

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[7] ILO, 2008, Review of Employment Policy of Bosnia and Herzegovina.
[8] Davorin Pavelic, *Study on Youth and Employment in BiH*, CISP, Sarajevo, 2006.
[9] ILO, 2008, Review of Employment Policy of Bosnia and Herzegovina.

health,[10] education,[11] social protection[12] and the right to work[13] of the socially excluded groups on three levels: (1) through providing support to evidence-based, inclusive policy development (2) through facilitating participatory policy planning and implementation and (3) through translating the relevant policies into delivery of integrated quality services at the local level. The first Outcome areas is support to State and Entity level institutions for development of policies and strategies in the area of health, education, employment and social protection aimed at addressing the key areas of exclusion of vulnerable groups. This will include support to the planning and budgeting processes, as well as to the integration of gender perspectives into the sectoral policies and strategies.

In the second Social Inclusion Outcome area, the support will target not only local government, but also civil society and the community constituents in order to make local governments more accountable as service providers. Civil society organisations and individual representatives of socially excluded groups will be supported to actively participate in local social policy development and implementation, and the monitoring of access to and quality of social services provision. Special initiatives will also be supported to link community-level policy development to efforts to increase cross-cultural understanding, as a way to facilitate participatory sustainable development at the local level. Within National Youth Policy implementation support will be provided to enable greater access to information on labour opportunities for youth and to making education more labour market-oriented. Support for careful labour migration of the youth to other countries will be explored, in order to increase their skill-building opportunities and facilitate their return to BiH.

Within the third Social Inclusion Outcome area, the activities will focus on providing support to the social service providers. Specifically, the interventions will aim to strengthen the capacities of employment, education, health and social protection service providers to reach the most vulnerable socially excluded groups. Access, quality and equity of services will be emphasised.

Individual UN agencies are mandated with promoting specific socio-economic rights and access to quality basic social services. They are able to rely on significant experience and lessons learned in supporting the development of the particular social sectors. In addition, due to the strong presence of the UN in BiH, UN agencies already have strongly established relationships with the relevant Ministries at different levels of Government, allowing for effective collaboration in the area of social inclusion. There are also strong relationships established with the multiple actors (the Government, civil society and the private sector) at the local level. Partners in this area are expected to include, among others, the Directorate of Economic Planning, the Directorate of EU Integration, the Ministries of Security, Foreign Affairs, Human Rights and Refugees, Finance, Civil Affairs, the Parliamentarian Commission

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[10] The right to health care (access and quality) (ICESCR Art 12; CRC Art 24; ICPAMW Art 43); Equal right of women to health care (CEDAW Art 12); Special protection for mothers before and after childbirth (ICESCR Art 10); The right of everyone to the enjoyment of the highest attainable standard of physical and mental health (ICESCR Art 12); The right to health services without racial discrimination (CERD Art 5).

[11] The right to education (ICESCR Art 13 and 14; CRC Art 28 and 29; CERD Art 5; ICPAMW Art 30); Equal rights of women in education (CEDAW Art 10); Right of refugees to equal treatment to that of nationals with respect to elementary education (CSR art. 22)

[12] The right to social security, including social insurance (ICESR Art 9 and 10; CRC Art 26); The right to special protection for children and young people (ICESCR Art 10; ICCPR Art 24; CRC Art 20); assistance, and recovery and social reintegration (CRC Art 20, Art 39)

[13] The right to work (ICESCR Art 6), Equal right of women to employment (CEDAW Art 11), The right to work and own property without racial discrimination (CERD Art 5), Right of migrant workers to transfer earnings and savings (ICPAMW Art 32), Right of refugees to equal treatment to that of nationals with respect to labour conditions and social security (CSR art. 24).

on Gender Equality, the Ministries of Education, Health and Social Welfare at the Entity and the Cantonal levels and the Municipal Governments. International partners will include the European Commission, the World Bank, the bilateral development agencies and the international nongovernmental organisations.

2.1.3. UNDAF Outcome 3: ENVIRONMENT

By the end of 2014, Government meets 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.

National Priorities:

Country Development Strategy 2008-2013
Multilateral environment agreements, including United Nations Framework on Climate Change and Convention on Biodiversity.
BiH National Environmental Action Plan

Relevant National MDGs:

MDG 7: Achieve environmental sustainability
MDG 8: Develop a global partnership for development

The following are the three Environment Outcomes:

EN Outcome 3.1: The Ministries of Environment at State, Entity and Cantonal levels ensure the legal framework is enacted and linkages between environment and other sectors established in order to institutionalise environmentally sustainable development.
EN Outcome 3.2: Government has increased capacity to reduce environmental degradation and promote environmentally friendly actions and sustainable natural and cultural resource utilisation.
EN 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.

After the conflict in BiH, reconstruction and economic recovery were primary concerns, whilst the environmental dimensions of development received little attention. This has led to limited institutional capacity development in terms of environmental protection. The Government has indicated; however, that the environment is an emerging priority. Currently, environmental management suffers from deficiencies in the policy and legal frameworks, the absence of a state-level mandate and capacity, and unclear divisions of responsibilities between the different levels of Government. Environmental management is also weakened by inefficiencies in data collection and monitoring, and an overall lack of public information and education about environmental issues. Apart from the need to reverse environmental destruction and degradation there is also an urgent need to develop and implement environmental standards compatible with those of the European Union. The EU accession process will pose increasingly complex challenges in the field of environmental management and will require extensive changes to the existing infrastructure and legal framework.

Within the UNDAF, the UN will support the Government's environmental priorities in three areas: strengthening of the relevant legal frameworks, sustainable natural and cultural resource management, and participatory sustainable development planning at the local level. All activities in this UNDAF Outcome area will be guided by the specific requirements posed by the EU accession process. Under the first area, the activities will focus on supporting the institutionalisation of environmentally sustainable development,

through the establishment of adequate legal frameworks at all governance levels. In addition, the activities will be targeted at supporting the State, Entity and Cantonal authorities in mainstreaming the environmental governance methodology into the relevant strategic planning processes.

Secondly, in the area of sustainable natural and cultural resource management the activities will focus on assisting the Government at all levels, the public and the private sector, to increase knowledge and technical capacities in the area of climate change mitigation, water resource management, preservation of biological and landscape diversity, clean development mechanisms and waste management. Furthermore, support will be given to State-level institutions with respect to the capacity to respond to the specific international obligations, including the multilateral environment agreements.

Under the third outcome area, the UN will work with the State, Entity and Cantonal authorities on strengthening the formulation and implementation mechanisms for environmental Local Action Plans, through a participatory approach involving the municipal authorities, public and private service providers and civil society. Particular attention will be placed on communities which are affected by landmines and other issues related to explosive remnants of war.

The comparative advantage of the UN is its regional and international technical expertise and experience in mainstreaming an environmentally sensitive approach to sustainable development policy planning and programming at all governance levels. In addition, the UN approach places great emphasis on linkages between environment, poverty and health, as well as the broader relationships between inclusive development, sound environmental management and human rights; in the absence of other prominent actors it gives UNCT additional reason to address the issue. Partners in this area include the Ministries of Environment at State, Entity and Cantonal levels, local government in selected municipalities, civil society organisations, as well as, the private sector. The UN will work closely with partners including the European Commission, the World Bank, as well as with bilateral donor agencies.

2.1.4. UNDAF Outcome 4: HUMAN SECURITY

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 issues of migration and women, peace and security.

National Priorities:

National Small Arms Light Weapons Strategy
National Law on Disaster Management and Preparedness

Relevant National MDGs:

MDG 3: Secure gender equality
MDG6: Combat HIV/AIDS
MDG 7: Achieve environmental sustainability
MDG 8: Develop a global partnership for development

The four Human Security Outcomes:

HS 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.
HS 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.
HS 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.
HS 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.

Human security is deeply connected to the ability of individuals to fully realise their fundamental human rights. The situation is particularly complex in BiH given the lingering legacy of the war (minefields, redundant arms and ammunition, civilian illegal possession of fire arms) and the new challenges, such as global threats (communicable diseases, pandemic influenza, climate-related disasters), violence against women and challenges such as border and migration management related specifically to the EC accession agenda. The human security issues in BiH are a direct challenge to the commitments and obligations that the Government has made with respect to the international human rights mechanisms. They reflect a complex set of issues resulting from those emerging from the country's particular development transition and the specific legacies of the 1992-1995 conflict.

The first Outcome area looks at emerging human security challenges and those requiring immediate attention include disaster risk reduction, risk management and the threat posed by communicable diseases. The Government lacks the coordination mechanisms to address the existing challenges. Therefore the UN will focus its support to the State Government and the State Coordination Body on disaster management to build capacities to coordinate, prevent and mitigate the effects of natural or other types of disasters, including pandemic influenza. In terms of the health of the population, BiH has a problematic mix of determinants of ill-health and morbidity. The groups particularly vulnerable to disease include those living in poverty, ethnic minorities and Romany, prisoners and displaced persons. Although there is a low prevalence of HIV/AIDS in BiH attention is required in order to prevent an increase of infections. Therefore, the

UN will assist the government to plan and prioritise actions, build partnerships and promote coordination, and implement National Strategies to combat HIV/AIDS and Tuberculosis. There will be also be support at the State level to promote comprehensive education sector responses to HIV and AIDS.

The second Human Security Outcome area reflects issues of remaining landmines, weapons and ammunition that are a direct result of the 1992-1995 conflict. Although considerable progress has been made regarding the destruction of weapons and ammunition, the high levels of civilian and military arms possession, as well as the large military stock of surplus ammunition continue to pose a threat to human security. The management of small arms and light weapons, and other unexploded remnants of war, remains one of the key human security challenges in BiH. The UN will continue to support the BiH Government at State, Entity and local levels to improve the management of mine action and small arms and light weapons, as well as armed violence prevention. The UN will also support government at local levels to develop models and action plans, including communication strategies for community based responses for small arms, armed violence, mine action and child safety.

The centrality of the EU agenda is also reflected in the third Outcome area, with migration being one of the central issues to be addressed in BiH's EU accession process. The Government faces a number of challenges that emanate from BiH's proximity to the EU. The country's weak border management has contributed to BiH being used as an origin, transit and destination country for irregular migration, trafficking and smuggling. As highlighted in the latest EC progress report, BiH needs to make further progress in the visa regime and to establish a functioning asylum system. The effective handling of irregular third country nationals is an increasingly relevant issue for the Government, especially in line with the Readmission Agreement with the EU, which has been in effect since 1st January 2008. The UN activities will focus on the provision of support to the implementation of the State Migration and the Integrated Border Management Strategies. In addition, there will be assistance to developing the capacities to deal with migrant populations (including forced migrants), refugees, and asylum seekers.

The fourth Outcome area is ensuring that gender is fully integrated within the security sector in BiH and that the related reforms take account of specific gender perspectives, including the right of women to be protected from violence. In BiH, women are notably absent from the security sector structures. At the State Border Service, the Agency for Intelligence and Protection (SIPA) and the police forces of both Entities, less than 10% of the staff is female and all police ministers and heads of police services are men. Women's right to participate and contribute to the security sector are limited. There are wide gaps in the implementation of policies and laws protecting women's human rights. The UN will support the State and Entity level ministries to establish gender sensitive policies and will work with the police forces to support development of policies and protection systems to respond to gender-based violence.

The UN agencies are uniquely positioned to assist the Government in addressing the human security challenges in BiH. Through applying a human-rights based approach to development, the UNCT has the specific methodology to examine and tackle the issues of human security. Taking into consideration that the nature of the human security challenges is multi-faceted, incorporating many other aspects and sectors of human development, UN agencies can support the Government in tackling these issues, by utilizing both their individual mandates and the already established mechanisms of coordination between the different national and international stakeholders. Partners in this area include State level Ministries of Security, Foreign Trade and Economic Relations, Foreign Affairs, Defence,

Transport and Communications, Human Rights and Refugees, the State Veterans Offices, the National HIV/AIDS Board and the BiH Mine Action Centre. Other important partners will be the municipal governments, the State Border Police, NGOs and the private sector. Within the international community, UNCT will work closely with the Office of the High Representative, EUFOR, OSCE and the European Commission, among others.

2. Initiatives outside the UNDAF results matrix

While the UNDAF is a framework that includes the planned activities that will be implemented by individual UN agencies, other joint and individual UN agency activities may be implemented during the UNDAF period if the Government and UNCT identify new areas of support appropriate for UN action. In particular, the MDGs Achievement Fund and other UN Trust Funds may facilitate development of specific joint activities which address development needs currently outside of the UNDAF matrix.

3. Estimated resource requirement

The estimated financial resources required by the United Nations System for its contribution to the achievement of each UNDAF Outcome are presented in the UNDAF Results Matrix in Annex A. These contributions include (1) the financial allocations by each participating United Nations organisation, or direct resources, and (2) resources that organisations expect to mobilise during the UNDAF cycle in addition to their direct resources. The figures, while only indicative, are as accurate as possible at the time of the UNDAF drafting. Resource commitments will continue to be made only in Agency programme and project documents, according to the procedures and approval mechanisms of each Agency. The UNDAF budget will be reviewed and updated annually to reflect the different cycles of specialised and non-resident Agencies.

Estimated Resource Requirements BiH UNDAF 2010-2014 – summary overview (In US Dollars)

UNCT Agency	Outcome 1: Governance	Outcome 2: Social Inclusion	Outcome 3: Environment	Outcome 4: Human Security	Total	Core Resources	Resources to be mobilised from donors
UNDP	19,750,000	33,201,000	12,828,000	21,155,000	86,934,000	26,499,000	60,435,000
UNIFPA	1,596,244	3,223,240		870,516	5,690,000	2,380,000	3,310,000
UNICEF	1,591,000	18,795,000	100,000	1,200,000	21,586,000	7,736,000	13,850,000
UNIFEM	500,000			400,000	900,000	-	900,000
UNHCR	600,000	700,000		520,000	1,820,000	-	1,820,000
UNESCO		300,000	2,144,000	100,000	2,544,000	1,644,000	900,000
UNV		1,235,000	1,023,000		2,258,000	303,000	1,955,000
ILO	500,000				500,000	500,000	-
IOM	950,000	2,150,000		1,300,000	2,150,000	660,000	1,490,000
WHO				200,000	200,000	-	200,000
UN-HABITAT	700,000	900,000			1,600,000	200,000	1,400,000
IFAD		50,000,000			50,000,000	23,000,000	27,000,000
UNIDO			1,100,000		1,100,000	600,000	500,000
UNECE	200,000		73,000		273,000	-	273,000
UNEP			985,700		985,700	985,700	-
TOTAL	**26,387,244**	**110,504,240**	**18,253,700**	**25,745,516**	**178,540,700**	**64,507,700**	**114,033,000**

4. Implementation

Regarding implementation, the United Nations agencies will focus on the two key issues. First, capacity development of the Government and other national stakeholders for EU accession will underpin UNCT activities in all four Outcome areas. The approach will be such that in those fields where UN activities are congruent with the EU agenda, the UN will provide technical support and expertise based on capacity assessments carried out with the Government and partner organisations. At the same time, in other areas, the UNCT will supplement the EU priorities with a more robust focus on human rights. The second area of focus will be on the inclusion of the most vulnerable groups in society, with explicit attention on participation and access to basic social services. The UNCT and the Resident Coordinator will be 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 will 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 will 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, the four UNDAF Outcome Working Groups (WGs) will have the main responsibility for UNDAF implementation, monitoring and evaluation. In addition to developing the UNDAF Results Framework, the WGs will be mandated with setting up the UNDAF Monitoring and Evaluation framework and system with a specific focus on indicators, baseline data and data sources. Throughout the period of UNDAF implementation the WGs will submit quarterly reports to the UNDAF Steering

Committee on progress and constraints in the achievement of each UNDAF Outcome. This will include specific proposals for further UNDAF implementation and identification of the capacity development needs among the implementing partners. The Working Groups will develop joint programme work plans and other collaborative activities, setting clear goals and objectives, to be reflected in the Annual Report and Work Plan of the Resident Coordinator. Regional cooperation will also be supported and encouraged with the Government, particularly in discussions on commitments to international treaties and United Nations instruments.

A number of Thematic Working Groups already contribute to integration between the United Nations Agencies in key thematic and crosscutting areas such as Youth, HIV/AIDS and Gender. These will continue, encouraging improved coordination through enhanced information exchange, as well as joint planning and decision making. The UN Gender Group will take the lead in facilitating mainstreaming gender across UNDAF Outcomes and in the M&E plan.

Provisions of the UNDAF will be implemented through the country cooperation frameworks and programmes agreed to by partner organisations in BiH. Selection and definition of individual Agencies' goals, Outcomes and strategies will be consistent with the UNDAF. Individual Country Programmes and project documents will specify how they contribute to UNDAF Objectives and cooperation strategies. In all of the planned activities, the UNCT will ensure that partnerships are built with broad groups of national and international stakeholders in BiH. Particular consideration will be given to collaboration with the key national partners: the Directorate for Economic Planning, the Directorate for EU Integration, the Ministry of Finance and Treasury, as well as with the EC Representation. Considering the explicit focus on social inclusion and participation, partnerships at the municipal level, including civil society and the private sector, will be essential to the successful achievement of UNDAF Outcomes.

As part of the overall United Nations commitment to encourage national programme management and implementation, in line with guidance from the global United Nations Development Group, the UNCT will employ a harmonized approach to gradually increase the use of Government systems in disbursing and reporting on funds through Implementing Partners, as well as to reduce administration costs.

5. Monitoring and Evaluation

The UNDAF Monitoring and Evaluation (M&E) Plan provides an overview of M&E activities as they relate to the pursuit of development results by the Government, the UNCT and, to the greatest possible extent, other development partners. The M&E plan focuses on monitoring and evaluation of both the UNDAF and the related Country Programme Outcomes.[14]

A set of objectively verifiable and repeatable key performance indicators is essential for monitoring, evaluating and reporting on achievement. Key indicators, accompanied by baselines and targets, have been formulated for each Country Programme Outcome under each of the four priority areas of cooperation. To refine baselines and further refine programme strategies several surveys will be undertaken during the UNDAF cycle. [See the Monitoring and Evaluation Framework in Annex B for comprehensive monitoring and evaluation indicators to be used. A Monitoring and Evaluation Calendar, contained

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[14] Outputs indicators will be further developed during the CPAP planning process and the UNDAF M&E framework will be adjusted to reflect these.

in Annex C, provides a tentative schedule of all major monitoring and evaluation activities.] This will also allow for specific revisions to the UNDAF framework, should the evolving economic, political or social situations so require.

The Monitoring and Evaluation Unit of the Resident Coordinator's office will provide support to the M&E function of the four UNDAF Outcome Working Groups. Representatives of the M&E Unit will serve on each of the UNDAF Outcome Working Groups, in order to ensure full integration of M&E mechanisms into the Working Groups. The Working Groups will include, in their quarterly progress reports to the UNDAF Steering Committee, a specific section on M&E, as pertaining to the UNDAF implementation and in accordance with the Results-Based Management approach. Government and partner representatives will be invited to provide input and strategic guidance at least once every six months. In addition, the UN Gender Theme Group will develop and supervise implementation of the UNDG Gender Performance Indicators during the UNDAF cycle.

The UNDAF Outcome Working Groups will also convene and coordinate the UNDAF Annual Review Meetings, which will serve as the basis for tracking and reporting on UNCT performance. Annual Reviews will validate conclusions, including lessons learnt and best practices, which should feed into policy advocacy and preparation of new Annual Work Plans. The Annual Reviews may also provide important inputs for Annual Reports for individual Agencies, the Resident Coordinator and donors, as well as data and analysis for the final UNDAF Evaluation, and may reflect on issues such as development effectiveness and joint resource mobilisation.

A joint mid-term evaluation by the Government, United Nations System and other partners will be conducted at the midpoint of the UNDAF cycle, synchronised as far as possible with respective Agencies' mid-term Country Programme reviews. This will be undertaken with the objective to obtain substantive feedback on progress toward stated UNDAF Outcomes in each priority area, under the overarching goal of consolidating peace and stability. It will focus on (1) whether the UNDAF has made the best use of the United Nations' comparative advantages in BiH; (2) the coherence of the Agencies' contribution toward achieving national priorities; (3) whether the UNDAF has helped achieve the selected priorities in the national development framework and (4) the impact of capacity development initiatives. In all, this will provide the opportunity for any mid-course adjustments to ensure that United Nations efforts 2010-2014 remain focused on BiH's national priorities. In addition, achievements, lessons learnt and best practice will be disseminated, as will constraints encountered, to enhance the design of the next UNDAF.

ANNEX A: UNDAF Results Matrix

UNDAF OUTCOME 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.

National priority or goals:
- National Development Strategy and Social Inclusion Strategies;
- European Partnership/EU Integration Strategy.

Relevant National MDGs:
- MDG 1: Eradicate poverty and hunger;
- MDG 3: Secure gender equality;
- MDG 8: Develop global partnerships for development.

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
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 (UNDP, UNFPA, UNICEF, UNHCR, IOM, UNECE).	Output 1.1.1: Statistical agencies have the appropriate technical and organisational knowledge, skills and resources to conduct the Census 2011 (UNDP, UNFPA, UNECE). Output 1.1.2. Statistical Agencies, Public Health Institutes and relevant Ministries collect, analyse and use social and demographic data, including gender statistics and MDG indicators. (UNFPA, UNECE). Output 1.1.3 Social sector Ministries, Statistical Agencies and appropriate civil society organisations able to identify indicators and collect, analyse and use relevant and reliable social, economic and human rights data on the status of children (UNICEF). Output 1.1.4. Government at all levels has increased knowledge and skills to collect data and establish databases on migration and socially excluded groups and integrate it into development, implementation and monitoring of national and sub-national strategies and policies (UNFPA, UNHCR, IOM).	Statistical Agency, together with Entity agencies, will implement the National Census. Statistical Agency, together with Public Health Institute and relevant Ministries conduct Public Health Survey, analyse and disseminate data. BiH Directorate for Economic Planning and Statistical agencies, and social sectors Ministries at State and Entity levels improve coordination and contribute to development of revised child indictors in social sectors. Partners at State level will include BiH Agency for Statistics, Directorate of Economic Planning, Ministries of Security, Foreign Affairs, Human Rights & Refugees, Finance, Civil Affairs; Parliamentarian Commission on Gender Equality and Population and Development. All will contribute to improving migration statistical systems and strategic framework. DEP will use the data for policy planning. BiH Statistical Agency takes the lead in training of social sector Ministries. National NGOs support informal data collection through DevInfo to provide input into the Country Development and Social Inclusion Strategies monitoring	UNDP: $1,425,000 UNFPA: $ 1,596.244 UNICEF: $ 1,400,000 IOM: $300,000 UNHCR: $100,000 UNECE: $74,000

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
	Output 1.1.5. State Government and institutions have increased knowledge and abilities to prepare and implement evidence-based social inclusion strategies and policies in a participatory manner. (UNDP)	Ministry of Human Rights & Refugees responsible to monitor and report on human rights violations and on child rights.	
Outcome 1.2. Government at all levels modernises public sector practices through public administration reform and promotion of social dialogue between government, workers' and employers' organisations and public-private partnership for urban and rural development (UNDP, UNIFEM, ILO, UN-HABITAT, UNECE)	Output 1.2.1. Government at State, Entity and Cantonal levels has human resources and Standard Operating Procedures to ensure strategic panning, policy development and resource management for better delivery of public services at all levels (UNDP).

Output 1.2.2. Government at central and local level has technical knowledge & resources to incorporate ICT tools and solutions in public service delivery and increase effectiveness and efficiency of cross-sectoral services through eGovernance, including increased capacity to streamline and automate foreign trade. (UNDP, UNECE)

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 & evaluation of strategic plans and projects with a view to improve local services for all, in line with EU accession requirements (UNDP).

Output 1.2.4. Key stakeholders throughout BiH have increased awareness on public private cooperation for rural and urban development, in accordance with EU standards and guidelines, as well as UNECE guidelines on good governance in public-private partnerships; selected municipalities have increased capacities for designing and implementing rural and urban development projects, including partnership and networking skills (UNDP, UNECE).

Output 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). | Partners at State level will include Ministries of Security, Human Rights & Refugees, Civil Affairs, Foreign Affairs, Ministry of Finance and Agency for Gender Equality.

At the Entity and Brcko District levels, partners will include Ministries responsible for health, spatial/physical planning, social protection, labour and war veterans as well as Entity level Gender Centres.

Partners at State level will include Directorate of Economic Planning, Ministries of Security, Foreign Affairs, Human Rights & Refugees, Finance, Civil Affairs, Parliamentarian Commission on Gender Equality and relevant NGO´s.

International organisations and donors, including the World Bank, the European Commission and DFID. | IOM: $ 500,000

UNDP: $12,575,000

ILO: $500,000

UNIFEM: $500,000

UN-HABITAT: $700.000

UNECE: $ 126,000 |

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
	Output 1.2.6. State, Entity and Brcko District governments establish mechanisms for peaceful labour dispute settlements and workers' and employer's organisations are equipped to play an effective role in the social dialogue, including at the State level Economic and Social Council (ILO).

Output 1.2.7 Capacity development for better service delivery of staff within local administrations supported via establishment of a sustainable system for training needs assessment and training delivery (UNDP).

Output 1.2.8 Government at Entity, Canton/municipal level has developed capacities and operational instruments for integrated urban development/ territorial management, applying a participatory approach to facilitate and coordinate urban investments (UN-HABITAT). | | |
| **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 (UNDP, IOM) | Output 1.3.1. Judges and prosecutors have increased awareness and capacity to take action on trafficking in human beings (IOM).

Output 1.3.2. BiH Government and other stakeholders engage in a participatory national consultation process leading to development of a Transitional Justice Strategy and Transitional Justice Mechanisms (UNDP).

Output 1.3.3. Courts and civil society have communications capacities (PR and legal awareness) to build confidence in judicial institutions and advance access to justice tools for court users (UNDP). | Partners will include Entity Centres for Judicial and Prosecutorial Training, as well as Brcko District Legislation Commission.

In the area of Transitional Justice, State level partners will include Ministries of Justice, Human Rights & Refugees, Judicial and Prosecutorial Training Centres, High Judicial and Prosecutorial Council. Entity level partners will include Ministries of Justice. | UNDP: $3,325,000

IOM: $ 150,000 |

ANNEX A: UNDAF Results Matrix

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
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 accountability (UNDP, UNHCR, UNICEF)	Output 1.4.1. Government institutions and civil society organizations supported to develop legal framework, guidelines and standards for enhanced effectiveness and mutual interaction. (UNDP, UNHCR). Output 1.4.2. Civil society, including groups of children and young people in selected sentinel localities have increased knowledge and skills to monitor child rights and implementation of national development plans (UNICEF).	National NGOs will support data collection processes and facilitate participation of children in CRC monitoring Ministry of Human Rights & Refugees will cooperate with national CRC NGO monitoring network on CRC reporting.	UNICEF: $ 191,000 UNDP: $ 2,425,000 UNHCR: $500,000

Coordination Mechanisms and Programme Modalities for Democratic Governance:
- UNCT Agencies will coordinate closely through the UNDAF Outcome Working Group;
- UN Gender Group that will provide assessments and guidance in relation to mainstreaming gender and promotion of women's rights;
- Establishment of inter-agency focal points on specific issues to facilitate closer working level coordination and cooperation;
- Joint programmes will involve joint strategic planning and agreement on areas of focus/interventions to ensure complementary outputs, activities and achievement of common CP Outcomes;
- Individual agencies projects and activities will be implemented separately, but in parallel with periodic coordination meetings and information sharing;
- Relevant Government representatives are expected to be involved in the work of the UNDAF Outcome Working Group and in UNCT joint programme management committees and national steering committees as appropriate;
- The RC Office will be used to coordinate work in similar areas of interest and to support Government's donor coordination mechanism and donors will be included in the work of the UNCT joint programme management committees as appropriate.

OUTCOME 2: SOCIAL INCLUSION

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

National priority or goals:

- Country Development Strategy 2009-2013;
- Social Inclusion Strategy 2009-2013;
- State Plan of Action for Children 2002-2010 (revised document 2008-2010);
- Strategy for Implementation of the Annex VII of the Dayton Peace Agreement;
- Romany Action Plans on Health, Housing and Employment;
- Strategic Directives for Development of Education in BiH 2008-2015.

Relevant National MDGs:

- MDG 1: Eradicate poverty and hunger;
- MDG 2: Secure a better education for all;
- MDG 3: Secure gender equality;
- MDG 4: Reduce child mortality;
- MDG 5: Improve maternal health;
- MDG 8: Develop global partnerships for development.

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
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. (UNICEF, UNFPA, UNDP, UNESCO, UNV, UNHCR, IOM, UN-HABITAT)	Output 2.1.1. BiH social sector Ministries have increased knowledge and skills to develop policies/strategies addressing key areas of exclusion and vulnerability of children and families with children, including skills to plan and develop budgets in support of these policies (UNICEF, IOM). Output 2.1.2. State and Entity level government has increased knowledge and skills to integrate gender and women's rights into multi-sectoral inclusive social policies (UNFPA). Output 2.1.3. State and Entity Health Ministries coordinate and develop inter-sectoral policies and strategies to improve women and children's status of and to mainstream them into ongoing social sector reforms, including in the areas of: nutrition, health, integrated early childhood development, family planning and reproductive health commodity security (UNICEF, UNFPA).	Ministries at different levels of government provide technical expertise, coordination and leadership in policy and strategy development processes. Partners at State level will include Directorate of Economic Planning, Ministries of Security, Foreign Affairs, Human Rights & Refugees, Finance, Civil Affairs, the Parliamentarian Commission on Gender Equality and Population and Development, all contributing to creating an improved policy framework for women's rights and gender issues. At entity and cantonal levels, the ministries of Health, Education, Social Protection, Justice, and Police will do the same.	UNICEF: $7,000,000 UNFPA: $716,226 UNDP: $3,365,000 UNESCO: $300,000 UNV: $200,000 UNHCR: $200,000 IOM: $950,000 UN-HABITAT: $200,000

ANNEX A: UNDAF Results Matrix

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
	Output 2.1.4. 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 (UNESCO, UNICEF, UNDP, UNV). Output 2.1.5. Government develops policies and legal frameworks that serve to enhance the rights of migrant populations (including forced migration), IDPs, returnees, refugees, asylum seekers and Romany through full implementation of the Annex VII strategy, as well as policies which ensure access to rights for refugees and asylum seekers and other migrants (UNHCR, IOM). Output 2.1.6. Directorate of Economic Planning has knowledge & skills to programme and facilitate implementation of Madrid Plan of Action for the Elderly and Regional Implementation Strategy. (UNFPA). Output 2.1.7 State, Entity and Cantonal governments have increased and developed institutional and operational capacities to develop housing policies/ strategies to address the needs of the low income and vulnerable groups (UN-HABITAT).	Partners at Entity and Cantonal levels will include Ministries of Education, Health, Labour and Social Welfare, Justice, Interior, Physical/Spatial Planning and multi-disciplinary Early Childhood Development Task Forces. They will, according to their competencies, coordinate implement and monitor activities respectively. Directorate for Economic Planning will strengthen its capacities and facilitate the implementation of MIPAA. Municipal officials, civil society organisations, the private sector and the media will be closely included in implementation of local level activities, as well as in development and implementation of awareness raising and training initiatives.	
Outcome 2.2 Municipal authorities, citizens, civil society and the private sector increasingly able to contribute effectively to planning and implementation of inclusive social policies at local level (UNICEF, UNFPA, UNV, UNDP, UN-HABITAT).	Output 2.2.1. Local government and social sector institutions in selected municipalities adopt standard methodologies for planning, implementation and monitoring of programmes /local action plans to create increased opportunities for participation of socially excluded groups in development programmes, their monitoring and implementation (UNICEF, UNFPA). Output 2.2.2. Local government in selected municipalities has increased skills and capacity to ensure the active participation of young people in local planning and decision-making processes (UNV).	Municipal governments will provide active support through coordination and creation of Municipal Management Boards and adoption of municipal policy and action plan documents. Municipal authorities will also actively engage in the selected projects through providing human resources, infrastructure and engage in capacity development activities. Private sector partners will provide a framework for economic development components.	UNICEF: $3,145,000 UNFPA: $643,817 UNDP: $26,270,000 UNV: $250,000 UN-HABITAT: $ 700,000

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
	Output 2.2.3 Civil society organisations and citizen's groups in selected municipalities, in close interaction with local administrations, participate in development of methodologies for local participatory planning and have skills to engage socially excluded groups in local planning, decision-making, implementation and monitoring processes (UNICEF, UNV). Output 2.2.4. Municipalities and local development organisations in selected municipalities have increased capacity to plan and implement policies for sustainable local economic development and poverty reduction (UNDP). Output 2.2.5 Local government in selected municipalities has developed skills and operational capacities for planning and implementing policies and strategies to solve housing needs and improve housing conditions of low-income and vulnerable groups within an integrated urban development planning framework (UN-HABITAT).	National NGOs specialised in social sectors will be implementing partners and are expected to provide active support to achievement of results.	
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. (UNICEF, UNFPA, UNHCR, IOM, UNDP, UNV, UNESCO, IFAD).	Output 2.3.1 Service providers in health, education, social protection and law enforcement sectors have improved knowledge and skills to increase access of socially excluded children and youth to quality social services and address specific child and youth vulnerabilities (UNICEF, UNFPA, UNESCO). Output 2.3.2 Selected local communities and the accountable health, education, social and judiciary service providers establish multi-sectoral referral mechanisms to address gender based violence and child abuse (UNICEF, UNFPA). Output 2.3.3. Integrated Early Childhood Centres established in selected municipalities to improve child health, nutrition, education and protection (UNICEF).	Ministries at State, Entity and Cantonal levels will be partners for provision of technical guidance and implementation of trainings for service providers; they will also lead provision of targeted assistance to socially excluded and vulnerable populations through policy framework and support for replication of effective service provision models. State level partners will include: Ministries of Civil Affairs, Human Rights & Refugees, the Labour & Employment Agency, providing leadership, technical and other support to implementation.	UNICEF: $8,650,000 UNFPA: $1,863,197 UNHCR: $500,000 IOM: $1,200,000 UNDP: $3,566,000 UNV: $785,000 UNESCO: $150,000 IFAD: $50,000,000

ANNEX A: UNDAF Results Matrix

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
	Output 2.3.4. Health, education and social protection providers, together with community volunteers, have improved knowledge and skills to empower youth and women to make informed decisions on reproductive health and nutrition (UNFPA, UNV). Output 2.3.5. Service providers have strengthened knowledge, skills and resources to increase access of IDPs, returnees, marginalised rural poor, refugees, asylum seekers, victims of trafficking, Romany and illegal migrants to legal assistance and to quality health, education, social protection services and to address specific vulnerabilities (UNHCR, IOM, IFAD). Output 2.3.6. 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 Labour Migration Schemes (UNDP, UNV, UNICEF, IOM).	Entity and Cantonal level and Brcko District partners will include Ministries of Health, Education , coordinating and monitoring project activities, Labour and Social Welfare, Justice, Internal Affairs, Employment Service to coordinate relevant policy development, provide existing infrastructure and human resources, and participate in capacity development activities. Municipal governments will coordinate and monitor the provision of targeted social services. Schools, health institutions and Centres for Social Work and local NGOs will, in selected municipalities, be involved in development and implementation of model inclusive services and are expected to actively support the achievement of results.	

Coordination Mechanisms and Programme Modalities for Social Inclusion:
- Social Inclusion UNDAF Outcome Working Group will be the main forum for close cooperation and coordination among agencies through joint work planning, monitoring and annual review of progress towards achievement of the joint Country Programme/Project Outcome;
- Joint Programmes are already planned and agencies will cooperate to develop additional Joint Programmes where it will add value to the achievement of UNDAF result;
- Programme/Project activities that are not part of Joint Programmes will be implemented by the individual agencies in parallel through close coordination and division of areas of focus and interventions which will ensure that activities are complementary and do not overlap;
- Relevant Government representatives are expected to be involved in the work of the UNDAF Outcome Working Group and in UNCT joint programme management committees and national steering committees as appropriate;
- The RC Office will be used to coordinate work in similar areas of interest and to support the Government's donor coordination mechanism and donors will be included in the work of UNCT joint programme management committees as appropriate.

UNDAF OUTCOME 3: ENVIRONMENT

By the end of 2014, Government meets requirements of the 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.

National priority or goals:
- Country Development Strategy 2008-2013;
- Multilateral environmental agreements, including UNFCCC (United Nations Framework on Climate Change), CBD (Convention on Biodiversity);
- BiH National Environmental Action Plan.

Relevant National MDGs:
- MDG 7: Achieve Environment Sustainability;
- MDG 8: Develop a global Partnership for Development.

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
Outcome 3.1. The Ministries of Environment at State, Entity and Cantonal levels ensure the legal framework is enacted and linkages between environment and other sectors established in order to institutionalise environmentally sustainable development (UNDP, UNV, UNEP, UNESCO).	Output 3.1.1. Existing legal and institutional framework for environmental governance at Entity and State level is analysed and documented (UNEP, UNDP). Output 3.1.2. Ministries of Environment at State, Entity and Cantonal levels have technical knowledge and skills for the preparation of reliable environmental indicators (linked to poverty reduction) to inform Entity and State policy development (UNEP, UNDP). Output 3.1.3. Ministries of Environment at State, Entity and Cantonal levels mainstream environmental governance for strategic planning processes (UNDP, UNV, UNEP, UNESCO). Output 3.1.4. Government at Entity level has technical knowledge and skills to establish effective environmental funding mechanisms (UNDP, UNV, UNEP, UNESCO).	Environment Ministries at State, Entity and Cantonal level to develop and apply required legal framework ensuring sustainable environmental development.	UNDP: $2,216,000 UNV: $50,000 UNESCO: $200,000

ANNEX A: UNDAF Results Matrix

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
Outcome 3.2. Government has increased capacity to reduce environmental degradation and promote environmentally friendly actions and sustainable natural, and cultural resource utilisation (UNDP, UNV, UNEP, UNESCO, UNECE, UNIDO).	Output 3.2.1. Government at State, Entity and Cantonal level has awareness, knowledge and takes effective actions in the area of adaptation and mitigation of climate change (UNDP, UNV, UNEP, UNESCO, UNIDO). Output 3.2.2. Government at State, Entity and Cantonal level has greater technical knowledge and skills to implement environmental governance actions (UNDP, UNV, UNEP, UNESCO). Output 3.2.3. Government at State, Entity and Cantonal level has increased awareness and knowledge to develop and implement specific initiatives in the areas of the biodiversity, waste management, water and waste water management (UNDP, UNV, UNEP, UNESCO, UNIDO, UNECE). Output 3.2.4. Government at State, Entity and Cantonal levels has increased awareness and knowledge to develop and implement strategies and specific initiatives in the area of clean development actions, such as cleaner production, energy efficiency, carbon trading, etc (UNDP, UNV, UNEP, UNESCO, UNECE, UNIDO). Output 3.2.5. State level Government, in coordination with Entity authorities, is enabled to respond to its international environmental obligations (UNDP, UNV, UNEP, UNESCO).	Environment Ministries at State, Entity and Cantonal level to lead and coordinate activities on reducing environmental degradation and promoting environmental friendly actions and sustainable natural and cultural resources utilization.	UNDP: $4,396,000 UNV: $120,000 UNESCO: $200,000 UNECE: $73,000 UNIDO: $1,100,000

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
Outcome 3.3. Local authorities, public and private sector providers and civil society formulate and implement, in participatory manner, environmental local action plans ensuring cleaner, safer and sustainable development (UNDP, UNV, UNEP, UNESCO).	Output 3.3.1. 30 selected municipalities have strengthened effective local level participatory environmental planning mechanisms (UNDP, UNV, UNEP, UNESCO). Output 3.3.2. Local government, in cooperation with private sector and CSOs develops and implements local environmental plans in selected municipalities (UNDP, UNV, UNEP, UNESCO). Output 3.3.3. Local government and public service providers have improved knowledge to ensure provision of environmentally compliant energy, water and sanitation services (UNDP, UNV, UNEP, UNESCO). Output 3.3.4. Representatives of local government, private sector and civil society organisations in selected municipalities have increased capacities in the area of the sustainable development and sustainable environmental management (UNDP, UNV, UNEP, UNESCO).	Local government partners will coordinate development and implementation of Local Environment Action Plans. Civil society organisations will implement awareness raising and training activities. Private sector partners are expected to align their actions to standards which ensure cleaner, safer and sustainable development.	UNDP: $6,216,000 UNV: $853,000 ESCO: $1,744,000

Coordination Mechanisms and Programme Modalities:
- The Environment UNDAF Outcome Working Group will be the main forum for close cooperation and coordination among agencies through joint work planning, monitoring and annual review of progress towards achievement of the joint Country Programme/Project Outcome. Other relevant development partners will be invited to participate in the Working Group;
- All of the CP outcomes and outputs are planned to be implemented through Joint Programmes;
- Relevant Government representatives are expected to be involved in the work of the UNDAF Outcome Working Group and in UNCT joint programme management committees and national steering committees as appropriate;
- The RC Office will be used to coordinate work in similar areas of interest and to support the Government's donor coordination mechanism and donors will be included in the work of UNCT joint programme management committees as appropriate.

ANNEX A: UNDAF Results Matrix

UNDAF OUTCOME 4: HUMAN SECURITY

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.

National priority or goals:

- National Small Arms Light Weapons Strategy;
- National Law on Disaster Management and Preparedness.

Relevant National MDGs:

- MDG 3: Secure gender equality;
- MDG 6: Combat the spread of HIV/AIDS;
- MDG 7: Achieve environmental sustainability;
- MDG 8: Global partnership for development.

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
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 (UNDP, UNFPA, UNICEF, UNHCR, UNESCO, WHO).	Output 4.1.1. Ministry of Security has sufficient knowledge and material resources to coordinate development of core policy documents and the establishment of a risk assessment system (UNDP). Output 4.1.2. Ministry of Civil Affairs and the National Advisory Board on AIDS have sufficient technical knowledge to coordinate development and implementation of participatory evidence-based HIV/AIDS, tuberculosis and national health-related strategies, policies and standards (UNICEF, UNFPA UNDP, UNHCR). Output 4.1.3. Ministry of Civil Affairs establishes coordination mechanisms on HIV/AIDS at state level and operationalises for monitoring, information sharing and programme development (UNICEF, UNESCO). Output 4.1.4. Public health communication systems on crisis management and prevention, including communicable diseases, developed and functional at the level of relevant institutions (UNICEF, UNDP, WHO). Output 4.1.5. Communities have sufficient knowledge of the community relevant disaster risks to develop resilience mechanisms (UNDP). Output 4.1.6. BiH Council of Ministers has a functioning and effective coordination and advocacy mechanism for disaster risk reduction and management (UNDP).	At the State level, Ministry of Security to lead and coordinate development of disaster risk reduction policy documents, including communication strategies. Ministries of Foreign Trade and Economic Relations and the State Veterinary Offices will be closely involved. National Advisory Board on HIV/AIDS will coordinate HIV/AIDS policies and programmes. Entity Civil Protection and Brcko District Civil Protection will provide input in the process of strategizing and planning disaster risk reduction efforts. They will take the lead in building communities disaster resilience. UN ISDR will provide advice, guidance and training on the establishment of a national disaster risk reduction platform, Global Risk Identification Programme will provide training and technical advice on disaster risk reduction. BIH Commission for IHR 2005 develops capacities to implement requirements defined by International Health Regulations 2005 National NGOs will be closely involved in policy development and implementation.	UNDP: $19,692,500 UNFPA: $ 323,474 UNICEF: $100,000 WHO: $200,000 UNESCO: $100,000 UNHCR: $20,000

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
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 (UNDP, UNICEF).	Output 4.2.1. BiH Council of Ministers adopts and relevant ministries implement mine action, small arms strategies and armed violence prevention programmes (UNDP, UNICEF). Output 4.2.2. Government at all levels develops models and implements plans, including communication strategies, for community and municipality based responses for small arms, armed violence prevention, mine risk reduction and child safety (UNDP, UNICEF). Output 4.2.3. Government at State and Entity levels develops and implements regulatory frameworks and systems for small arms and light weapons and ammunition stockpile management (UNDP).	State level Ministries of Foreign Affairs will be responsible for ratification of the Geneva and Sarajevo Declarations on Armed Violence and the Ministries of Security, Defence, Foreign Trade & Economic Relations, Transport & Communication, Human Rights & Refugees and the National Coordination Board on SALW and National team for Implementation of Community Policing Strategy for its implementation in BiH. At Entity and Brcko District levels, Ministries of Interior and Brcko District Police to grant and to implement amnesties and implement weapons collection activities. BiH MAC will monitor implementation of mine action strategy and Local municipalities, schools and specialised NGOs will be involved in local action planning. International partners will include OHR, OSCE, EUPM, EUFOR, UNISDR.	UNDP: $1,087,500 UNICEF: $1,200,000

ANNEX A: UNDAF Results Matrix

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
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 (IOM, UNHCR, UNDP).	Output 4.3.1. BiH Council of Ministers adopts and Ministry of Security implements a National Migration Strategy and a National Integrated Border Management Strategy and Action Plan that includes addressing the rights of illegal and irregular migrants, asylum seekers and victims of trafficking (IOM). Output 4.3.2. Ministry of Security and Ministry of Human Rights and Refugees develop guidelines and Standard Operating Procedures to identify, and protect irregular and illegal migrants, refugees, asylum seekers and victims of human trafficking to ensure compliance with international human rights standards (IOM, UNHCR). Output 4.3.3. Ministry of Security and Border Police put in place enhanced control mechanisms to prevent illicit trafficking in small arms and light weapons (UNDP).	Partners at the state level will include the State Border Service; Ministry for Foreign Trade & Economic Relations, Ministries of Security, Foreign Affairs, Human Rights & Refugees. Ministry of Security and Ministry of Human Rights & Refugees monitor and report on the identification and protection of irregular and illegal migrants, refugees, asylum seekers and victims of human trafficking. Free legal aid providers will offer guidance and assistance to irregular and illegal migrants, refugees, asylum seekers and victims of human trafficking. At Entity and Brcko District levels, partners will include Border Inspection Services, OSCE NGOs: BPBiH; ITA; SVO, PHPA, SfFA and local civil society free legal aid providers	UNDP: $187,500 IOM: $1,300,000 UNHCR: $500,000

Agency outcomes	Outputs	Role of partners	Resource mobilisation targets
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 (UNIFEM, UNFPA, UNDP).	Output 4.4.1. Security sector Ministries at State and Entity levels establish gender sensitive policies that mainstream and monitor gender equality (including gender trainings, Gender Equality Boards, gender sensitive recruitment policies and practices, and policies and protocols for responding to women's security needs) in the armed forces and the law enforcement sector (UNIFEM). Output 4.4.2: Entity Ministries of Judiciary and Interior and police at local levels have improved knowledge & skills to put in place policies and protection systems and ensure their legal enforcement in response to gender-based violence, particularly sexual and domestic violence (UNFPA, UNDP).	State Border Police, Armed Forces, Ministries of Security, Defence, Human Rights & Refugees, Interior and Judiciary, Entity Ministries and police, the BiH Gender Equality Agency and Entity level Gender Centres will be closely involved in raising awareness and gender trainings. International partners will include EUPM, EUFOR. Local women's NGOs will be involved in the implementation of awareness raising activities and trainings. Ministries of Justice, Interior and the local level police will ensure the incorporation of protection of women against violence, including emergency preparedness planning.	UNIFEM: $400,000 UNFPA: $547,042 UNDP: $187,500

Coordination Mechanisms and Programme Modalities for Human Security:
- UN Theme Group on HIV/AIDS will be the main coordination mechanism through which UNCT and other partners will coordinate interventions and joint programmes related to HIV/AIDS prevention. In addition, the Coordinating Country Mechanism for the Global Fund Against HIV/AIDS, TB and Malaria is another coordination forum where UNCT will collaborate with the Government and NGOs;
- UNDP and UNICEF are cooperating closely on supporting the BHMAC in implementing the mine action strategy that provides the framework against which each agency programme is designed;
- SALW and Armed Violence Prevention programmes will be coordinated through the SALW coordination mechanisms, including SALW Coordination Board and National Team for Community Policing at the State level;
- Disaster Risk Reduction efforts will be coordinated with NATO, OHR, OSCE and EC and through the National Coordination Board;
- UNIFEM and UNDP will closely coordinate their work on women, peace and security (Security Council Resolution 1325 and UNDP 8 Point Agenda);
- Relevant Government representatives are expected to be involved in the work of the UNDAF Outcome Working Group and in UNCT joint programme management committees and national steering committees as appropriate;
- The RC Office will be used to coordinate work in similar areas of interest and to support the Government's donor coordination mechanism and donors will be included in the work of UNCT joint programme management committees as appropriate.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
UNDAF Outcome 1. 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.	*Indicator 1a*: Number of reforms in different sectors implemented under the Country Development and Social Inclusion Strategies that comply with EU Accession requirements. • Baseline: To be derived from EC reports on BiH progress towards fulfilling EU accession requirements. European partnership, MIPD 2008-2010, EU Integration Strategy. • Target: To be derived from finalised CDS and SIS (to be adopted by BiH at the beginning of 2009-it is more likely that they will be adopted by the end of 2009) *Indicator 1b*: Established mechanism for active participation of civil society, including socially excluded groups and women's and children's advocates, in development and implementation of the Country Development and Social Inclusion Strategies. • Baseline: To be derived on the basis of assessments done by DEP. • Target: To be derived on the basis of discussions with DEP and goals of the finalised CDS and SIS documents. *Indicator 1c*: Progress in transparent and accountable governance through reforms in public administration, local governance and justice sectors. • Baseline: To be derived on the basis of EC reports on BiH progress towards fulfilling EU accession requirements. • Target: Increased transparency and accountability of BiH government – specific targets to be derived from EU accession requirements and CDS/SIS finalised documents.	*Responsible agency:* Governance UNDAF Working Group in close cooperation with the BiH Department for Economic Planning. *Sources:* Department for Economic Planning assessment and progress reports on the implementation and evaluation of the Country Development Strategy and Social Inclusion Strategies for 2008-2013. European Commission reports on BiH progress towards EU accession. EU accession requirements for BiH. Reports of international donors, the World Bank and NGOs.	*Assumptions:* • Government commitment to reforms and civil society inclusion. • Corruption is addressed. • DEP has sufficient capacity and resources to monitor progress against targets set in CDS and SIS. • Adequate and timely data provided to DEP from statistical producers. *Risks:* • Civil society lacks technical capacity, as well as motivation, to meaningfully participate in socio-economic reforms in BiH. • Constitutional reforms required to address many transparency and accountability issues in BiH governance are postponed/stalled.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
CP 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 to socially excluded groups and migrant populations (UNDP, UNFPA, UNICEF, UNHCR, IOM, UNECE).	*Indicator 1.1a*: Number of policies developed at State, Entity and local levels using policy assessments/ reviews, impact assessments etc, based on quality data on the situation of socially excluded groups and migrant populations. • Baseline: To be derived on the basis of DEP assessments and analytical reports. • Target: To be derived on the basis of discussions with DEP and targets of the CDS and SIS. *Indicator 1.1b:* Quality social and demographic data integrated into policy making processes relating to the health and social protection sectors in BiH. • Baseline: To be derived on the basis of DEP assessments and analytical reports. • Target: To be derived on the basis of discussions with DEP and targets of the CDS and SIS. *Indicator 1.1c*: The extent that policies at State, Entity and local levels focus and address issues of socially excluded groups and migrant populations. • Baseline: To be derived on the basis of DEP assessments and analytical reports. • Target: To be derived on the basis of discussions with DEP and targets of the CDS and SIS. *Indicator 1.1d*: The extent of integration of gender equality issues and child rights into policy making processes in BiH. • Baseline: To be derived on the basis of DEP assessments and analytical reports. • Target: To be derived on the basis of discussions with DEP and targets of the CDS and SIS.	*Responsible agency:* Governance UNDAF Working Group in close cooperation with the DEP. *Source:* DEP assessments and Sectoral Ministries progress reports on the CDS and SiS implementation.	*Assumptions:* • Government has resources to invest into collection of new data and prioritises analysis of impact of socio-economic reforms on socially excluded groups and migrant populations. • The link between research and policy making processes is strengthened. • Institutions-statistical producers have adequate capacities, trained staff and additional budget for statistical collection tasks. *Risks:* • Lack of political will to prioritise data collection on hard to reach socially excluded groups and migrant populations. • Data and analysis is available but the government is not able to translate its implications into policy priorities. • Policy priorities are dictated by political and external considerations.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.1.1: Statistical agencies have the appropriate technical and organisational knowledge, skills and resources to conduct the Census 2011 (UNDP, UNFPA, UNECE).	**Indicator 1.1.1a:** Technical preparations complete for undertaking the National Census. • Baseline: Census project document completed. • Target: Revised and updated Action Plan for undertaking the National Census developed by the end of 2010.	*Responsible agency:* UNFPA *Sources:* Statistical Agencies and Project document.
	Indicator 1.1.1b: Final census questionnaire drafted in compliance with the Conference of European Statisticians Recommendations for the 2010 Censuses of Population and Housing . • Baseline: None. • Target: Yes, by end of 2009.	*Responsible agency:* UNECE *Sources:* Agency for Statistics of Bosnia and Herzegovina.
	Indicator 1.1.1c: Census law and budget approved, and necessary human and financial resources identified and allocated. • Baseline: None. • Target: Yes, by end of 2009.	*Responsible agency:* UNECE *Sources:* Agency for Statistics of Bosnia and Herzegovina.
Output 1.1.2. Statistical Agencies, Public Health Institutes and relevant Ministries collect, analyse and use social and demographic data, including gender statistics and MDG indicators (UNFPA, UNECE).	**Indicator 1.1.2a:** Demographic Health Survey undertaken by 2012. • Baseline: Not undertaken. • Target: Yes, the first DHS undertaken by 2012 and results processed and disseminated by 2013.	*Responsible agency:* UNFPA *Sources:* Ministries of Health, Public Health Institutes, Project reports, Statistical Agency Data Bulletin, DEP and Population policy strategy report.
	Indicator 1.1.2b: Entity Population policies developed. • Baseline: Not prepared. • Target: Adopted.	*Responsible agency:* UNECE *Sources:* UNECE reports.
	Indicator 1.1.2c: Selected staff of national statistical agencies trained in production and dissemination of gender statistics and able to train other staff. • Baseline: None. • Target: 5 local official statisticians trained in gender statistics by the end of 2009.	
	Indicator 1.1.2d: Publication on gender statistics in Bosnia and Herzegovina published in accordance with documented best practice and available technical standards. • Baseline: None. • Target: Yes, by end of 2011.	*Responsible agency:* UNECE *Sources:* Agency for Statistics of Bosnia and Herzegovina.
	Indicator 1.1.2e: Number of MDG indicators for which the most recent data available for Bosnia and Herzegovina are not older than 3 years. • Baseline: 20 Indicators (out of 60) in January 2009. • Target: 40 Indicators (out of 60) at the end of 2011.	*Responsible agency:* UNECE *Sources:* UNECE Regional MDG Indicators Database (to be established in the course of 2009), MDG Indicators global website.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.1.3: Social sector Ministries, Statistical Agencies and appropriate civil society organisations able to identify indicators and collect, analyse and use relevant and reliable social, economic and human rights data on the status of children (UNICEF).	**Indicator 1.1.3a:** Analysis of the updated data on social and economic status of children. • Baseline: Data available from 2000, 2006 and 2007. • Target: Data and analysis to be updated through 3 reports by 2012.	*Responsible agency:* UNICEF *Sources:* MICS4 report; 2 CRIA reports (from MICS2 (2000) and MICS3 (2006), Child Right Impact Assessment of electricity price increase (2007).	
	Indicator 1.1.3b. DevInfo data base available for referencing work of the government institutions. • Baseline: None. • Target: Yes, by 2011.	*Responsible agency:* UNICEF *Source:* DevInfo database on key CDS and SIS indicators, DevInfo data reports by municipalities.	
	Indicator 1.1.3c: Child poverty assessment methodology developed and implemented. • Baseline: None. • Target: Yes, by 2011.	*Responsible agency:* UNICEF *Source:* Child poverty assessment reports.	
	Indicator 1.1.3d: # of social sector and statistical institutions staff trained on data collection and analysis. • Baseline: 0 • Target: 80	*Responsible agency:* UNICEF *Sources:* Training reports, external evaluation.	
	Indicator 1.1.3e: Set of integrated economic, social and child rights indicators established and monitored/reported on by Ministry of Human Rights & Refugees. • Baseline: None • Target: Yes, by 2012.	*Responsible agency:* UNICEF *Sources:* BiH reports to the CRC Committee and other CRC monitoring reports.	
	Indicator 1.1.3f: # of groups of children in sentinel localities monitoring status of children's rights and reporting to municipal administration and the BiH Ministry of Human Rights & Refugees. • Baseline: 0 • Target:: 40	*Responsible agency:* UNICEF *Sources:* Project implementation reports, CRC reports by Ministry of Human Rights & Refugees, External evaluation.	

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.1.4: Government at all levels has increased knowledge and skills to collect data and establish databases on migration and socially excluded groups, and integrate it into development, implementation and monitoring of national and sub-national strategies and policies (UNFPA, UNHCR, IOM)	**Indicator 1.1.4a:** MIS database is operational and serves relevant institutions by providing relevant migration data to relevant institutions**.** • Baseline: MIS established. • Target: MIS data available.	*Responsible Agency:* IOM *Source:* Project reports, Ministry of Security, Ministry of Human Rights & Refugees, Ministry of Foreign Affairs.
	Indicator 1.1.4b: Reports on migration trends produced and disseminated. • Baseline: No reports available. • Target: Reports on semi-annual basis available.	*Responsible Agency:* IOM *Source:* Project reports, Ministry of Security, Ministry of Human Rights & Refugees, Ministry of Foreign Affairs.
	Indicator 1.1.4c: Governmental institutions able to collect and use data on remittances. • Baseline: None. • Target: Ministry of Human Rights and Refugees able to facilitate remittances flow.	*Responsible Agency:* IOM *Source:* Project reports, IASCI/IOM Study, Ministry of Human Rights & Refugees.
	Indicator 1.1.4d: Level of knowledge and skills of 500 governmental officials in relation to data collection on asylum and migration issues. • Baseline: 500 government officials have insufficient knowledge. • Target: 500 government officials with increased knowledge.	*Responsible Agency:* UNHCR *Source:* UNHCR Annual Protection Report. Pre-training and post –training assessments of level of knowledge and will provide qualitative assessment of the level of knowledge & skills.
	Indicator 1.1.4e: Gender sensitive strategies on youth migration statistics developed and included in national development documents. • Baseline: Not developed. • Target: Adopted and included in development documents.	*Responsible Agency:* UNFPA *Source:* Project Reports, Ministry of Foreign Affairs, Ministry of Security, Ministry of Human Rights and Refugees.
	Indicator 1.1.4f: Number of government and civil society professionals trained in collecting, processing and interpreting sex and age disaggregated data on migration. • Baseline: None. • Target: Established in the first year.	*Responsible Agency:* UNFPA *Source:* Project Reports, Statistical Agencies.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.1.5: State Government and institutions have increased knowledge and abilities to prepare and implement evidence-based social inclusion strategies and policies in a participatory manner (UNDP).	**Indicator 1.1.5a:** # of relevant policies and strategies produced at the State and Entity level linked to the BiH Social Inclusion Strategy**.** • Baseline: To be established. • Target: To be established.	*Responsible Agency:* UNDP *Source:* Social Inclusion Policy, Project Documents and reports, Directorate of Economic Planning reports, M&E reports for the Social Inclusion Strategy.	
CP Outcome 1.2: Government at all levels modernises public sector practices through public administration reform and promotion of social dialogue between government, workers' and employers' organisations and public-private partnership for urban and rural development (UNDP, UNIFEM, ILO, UN-HABITAT, UNECE).	*Indicator 1.2a*: Status of the BiH Public Administration Reform at State, Entity and local levels. • Baseline: Level (%) of progress on the PAR strategy and AP 1 by the end of 2008, according to PAR Coordinator's Office reports. • Target: Implementation of the PAR Strategy Action Plan 1 by 2014, to be derived from the EC accession requirements.	*Responsible agency:* UNDP *Source:* EC System Review of Public Administration in BiH and PAR Strategy Action Plan 1 – Chapter on policy making and coordination capacities; EC reports on BiH progress towards fulfilling accession requirements.	*Assumptions:* • Supportive political environment and commitments of the Council of Ministers and Social partners. • Government receptive to results based programming and budgeting. • Gender Equality Mechanisms able to integrate gender equality in economic and social issues. *Risks:* • Unstable political situation. • Gender is marginalised in relation to the competing agendas. • Public administration reform fails to open channels for further social dialogue.
	Indicator 1.2b: Number of public-private partnerships projects that address rural development. • Baseline: To be developed by UNDP. • Target: To be developed by UNDP.	*Responsible agency:* UNDP *Source:* To be identified by UNDP.	
	Indicator 1.2c: Structures set up to facilitate effective social dialogue among the government and workers' and employers' organisations. • Baseline: Weak legal framework and weak capacity of workers' and employers' organizations. • Target: Improved legal and institutional environment, and networking and technical capacity of different partners.	*Responsible agency:* ILO *Source:* ILO reports.	
	Indicator 1.2d: Incorporation of Gender Budgeting into public policy development/ implementation and resource allocation. • Baseline: Does not exist. • Target: To be derived on the basis of discussions with the Government.	*Responsible agency:* UNIFEM *Source:* DEP Ministries of Finance.	

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.2.1: Government at State, Entity and Cantonal levels has human resources and Standard Operating Procedures to ensure strategic planning, policy development and resource management for better delivery of public services at all levels (UNDP).	**Indicator 1.2.1a:** Standard Operating Procedures incorporating modern human resource management are adopted at State, Entity and Cantonal levels. • Baseline: Lack of harmonization of Civil Service legislation at the State and Entity level, despite the provisions in the PAR Strategy and Action Plan. • Target: State and Entity Ministries establish modern HRM function within their organisational structure. **Indicator 1.2.1b:** Line Ministries at State and Entity levels establish modern Operating Procedures for strategic planning, policy development and resource management functions within their organisational structures. • Baseline: SIGMA and EC reports signal a lack of appropriate capacities for strategic planning and policy development in the line ministries at the State and Entity levels. • Target: Functioning capacities in the State and Entity line ministries resulting in the sectors developing medium-term strategic plans centred on the MTEF financial resources planning.	*Responsible agency:* UNDP *Sources:* UNDP Public Administration Project reports, PARCO Strategy and Action Plan implementation reports.	
Output 1.2.2: Government at central and local level has technical knowledge & resources to incorporate ICT tools and solutions in public service delivery and increase effectiveness and efficiency of cross-sectoral services through eGovernance, including increased capacity to streamline and automate foreign trade (UNDP, UNECE).	**Indicator 1.2.2a:** Line ministries at State and Entity levels introduce advanced hardware and software tools, and solutions in public service delivery across different government levels, including a comprehensive reengineering of business processes. • Baseline: No citizens oriented and service-provision eGovernment systems in-place at all government levels in BiH. • Target: Development and implementation of different integrated ICT based tools and solutions for successful Government-to-Government and Government-to-Citizen service-delivery. In addition, a proper institutionalisation of ICT function in internal government regulatory framework and necessary capacity development/ building for government staff.	*Responsible agency:* UNDP *Sources:* UNDP eGovernment Portfolio Reports, PARCO reform progress monitoring reports, SAA progress reports and BiH eReadiness Assessment reports.	
	Indicator 1.2.2b: Number of experts from various trade-related agencies trained in capacity-building programmes on the Single Window, data harmonization and trade facilitation. • Baseline: 5. • Target: 15 Experts trained and national projects on the Single Window, data harmonization and trade facilitation established, involving several trade control agencies (e.g. Customs, Ministry of Foreign Economic Relations, Ministry of Agriculture, etc).	*Responsible agency:* UNECE *Sources:* reports from the relevant national agencies.	

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
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 & evaluation of strategic plans and projects with a view to improved local services for all, in line with EU accession requirements (UNDP).	**Indicator 1.2.3a:** A practical methodological framework for integrated and inclusive local strategic planning is elaborated and piloted, including a comprehensive planning capacity building portfolio. ● Baseline: Unsystematic local development planning framework and low capacities of municipal administrations and socio-economic stakeholders to design and implement development policies. ● Target: Standardised local development planning methodological framework and increased planning capacities of municipal administrations and socio-economic stakeholders.	*Responsible agency:* UNDP *Sources:* Project progress reports.
Output 1.2.4: Key stakeholders throughout BiH have increased awareness on public private cooperation for rural and urban development, in accordance with EU standards and guidelines, as well as UNECE guidelines on good governance in public-private partnerships, and selected municipalities have increased capacities for designing and implementing rural and urban development projects, including partnership and networking skills (UNDP, UNECE).	**Indicator 1.2.4a:** Increased level of awareness of a critical mass of key stakeholders on private-public cooperation for rural development ● Baseline: Low level of awareness. ● Target: Partnership mechanisms promoted throughout BiH.	*Responsible agency:* UNDP *Sources:* UNDP Project documents and progress reports.
	Indicator 1.2.4b: Enhanced capacity to undertake PPP projects ● Baseline: Low capacity. ● Target: Legal and regulatory framework for PPPs improved to reach internationally recognised standards.	*Responsible agency:* UNECE *Sources:* National legislation, reports from National Concession Agency Banja Luka.
Output 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).	**Indicator 1.2.5a:** Mechanisms for analysis and monitoring of gender sensitive policy making and budgeting established ● Baseline: No mechanism exists. ● Target: Mechanism fully in place. **Indicator 1.2.5b:** Guidelines and indicators developed to bring a gender perspective into policy and budgeting processes. ● Baseline: No appropriate guidelines and indicators exist ● Target: Guidelines and indicators developed to implement General Responsive Budgeting.	*Responsible agency:* UNIFEM *Sources:* GAP (Gender Action Plan), NDS (National Developmental Strategy), project reports and NGO reports.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.2.6. State, Entity and Brcko District governments establish mechanisms for peaceful labour dispute settlements and workers' and employer's organisations are equipped to play an effective role in the social dialogue, including at the State level Economic and Social Council (ILO).	**Indicator 1.2.6a:** Labour dispute settlement mechanisms established at the State, Entity and Brcko District Level. ● Baseline: No system of conciliation and mediation to help workers and employers to settle their disputes amicably. ● Target: Yes, a group of conciliators and mediators for peaceful settlement of labour disputes established and equipped with sufficient skills to enable delivery of conciliation and mediation services.	*Responsible agency:* ILO *Sources:* Government Decree.
	Indicator 1.2.6b: State-level Economic and Social Council established (by the Council of Ministers and employers' and workers' organisations) and functioning. ● Baseline: None. ● Target: Yes.	*Responsible agency:* ILO *Sources:* Official Gazette.
	Indicator 1.2.6c: A number of leaders and managers of selected employers' and workers' organisations trained so as to improve knowledge and skills which will enable them to restructure organisations and provide new and better services to the organisations' membership. ● Baseline: Employers' and workers' organisations have weak capacity. ● Targets: Employers' and workers' organisations restructured in selected branches and knowledge and skills of their leaders and managers improved.	*Responsible agency:* ILO *Sources:* Official Gazette, ILO reports and assessments.
Output 1.2.7 Capacity development for better service delivery of staff within local administrations supported via establishment of a sustainable system for training needs assessment and training delivery (UNDP).	**Indicator 1.2.7a:** Functioning municipal training system in BiH. ● Baseline: Supply-driven and unsystematic approach to local government training, lack of training impact assessment and quality control, weak human resource management in municipalities, insufficient capacities of local training providers. ● Target: Develop 2 entity training strategies and established training infrastructure.	*Responsible agency:* UNDP *Sources:* Project progress reports.
Output 1.2.8 Government at Entity, Canton/ municipal level has developed capacities and operational instruments for integrated urban development/territorial management, applying a participatory approach to facilitate and coordinate urban investments (UN-HABITAT).	Indicator 1.2.8a: Number of local officials trained on developing and implementing operational instruments for integrated urban/territorial management according to contemporary EU practices. ● Baseline: Weak capacities. ● Target: Technical skills and operational capacities of local officials developed and improved.	*Responsible agency:* UN-HABITAT *Sources:* Programme reports.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
CP Outcome 1.3: Respective government institutions at all levels, strengthen equal access to justice and the protection and promotion of human rights, and develops institutional mechanisms for dealing with the past (UNDP, IOM).	*Indicator 1.3a*: TJ Strategy developed and effective Transitional Justice Mechanisms in place. • Baseline: War Crimes Chamber is set up • Target: Introduce harmonized state reparation policy and complementary TJ mechanisms by the government developed in partnership with civil society and other stakeholders. *Indicator 1.3b* Access to justice and judicial institutions raised in targeted communities. • Baseline: Lack of courts' communications capacities and week legal awareness of court users. • Target: Communications capacities of courts and CSO deployed based on regional distribution of cases (in targeted communities).	*Responsible agency:* UNDP *Source:* Government documents related to Transitional Justice Strategy, Transitional Justice Project Documents.	*Assumptions:* • Current support for alternative TJ mechanisms exists within the Governments and civil society. *Risks:* • First ever TJ WG and Strategy to be developed. Unforeseeable dynamic of the WG. • Political risk inherent to adoption of the TJ Strategy. • Securing integration of deployed communications capacities in the judicial structures.
	Indicator 1.3.c: Improved treatment and protection of victims of trafficking and those who are witnesses for the police, prosecution and the courts. • Baseline: Law on Programme of Witness Protection and Law of Protection of Witnesses under Threat and Vulnerable Witnesses not implemented. • Target: Improved implementation of Law on Programme of Witness Protection and Law of Protection of Witnesses under Threat and Vulnerable Witnesses.	*Responsible agency:* IOM *Source:* Projects reports.	

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.3.1: Judges and prosecutors have increased awareness and capacities to take action on trafficking in human beings (IOM).	**Indicator 1.3.1a:** Number of judges and prosecutors that have increased awareness on trafficking in human beings. ● Baseline: 100 Judges trained. ● Target: Additional 100 Judges to be trained.	*Responsible Agency:* IOM *Source:* Project reports, Annual Training Programme of FBiH and RS Centres for Judicial and Prosecutorial Training, and the Legislative Commission of Brcko District.
Output 1.3.2: BiH Government and other stakeholders engage in a participatory national consultation process leading to development of a Transitional Justice Strategy and Transitional Justice Mechanisms (UNDP).	**Indicator 1.3.2a:** Number of consultations, meetings, discussions on transitional justice held. BiH capacities for processing war crimes developed and witness support network established at the local level. ● Baseline: Weak local capacities of local jurisdictions for processing of war crimes. ● Target: 10 Capacity building events for local jurisdictions and develop WS network. **Indicator 1.3.2b:** Representation / participation of different types of stakeholders in the consultation processes on transitional justice. ● Baseline: CSO and Government not engaged in consultation on TJ. ● Target: CSO and Government form TJ Working Group and consultation.	*Responsible Agency:* UNDP *Source:* Project reports.
Output 1.3.3. Courts and civil society have increased communications capacities (PR and legal awareness) to build confidence in judicial institutions and advance access to justice tools for court users (UNDP).	**Indicator 1.3.3b:** Number of CSO focal points and court communications officers deployed within four regions in BiH. ● Baseline: Courts have no communications capacities. No network between CSOs and courts/prosecutors offices to increase transparency of court proceedings. ● Target: 4 Communications Officers deployed and working with the CSO focal points. Network created.	*Responsible Agency:* UNDP *Source:* Government documents related to Transitional Justice Strategy, Transitional Justice Project Documents.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
CP 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 accountability. (UNDP, UNHCR, UNICEF)	*Indicator 1.4a:* # of advocacy interventions by implementation partners on behalf of persons of concern to UNHCR • Baseline: 1 Awareness promotion event for relevant counterparts per year. • Target: 2 Awareness promotion events for relevant counterparts per year.	*Responsible agency:* UNHCR *Source:* Monthly/ annual reports of UNHCR's implementation partners; UNHCR monitoring reports.	*Assumptions:* • Government is open to consultation with civil society and creates forums and opportunities for civil society participation. • Civil society is motivated and organises to strategically lobby the government. *Risks:* • Government undertakes only superficial consultations with selected/ hand picked representatives of civil society. • Civil society is demoralized. • Civil society is fragmented and is focused on provision of services, rather than policy debate.
	Indicator 1.4b: Level and extent of participation of child rights NGOs in monitoring child rights. • Baseline: To be developed by UNICEF. • Target: To be developed by UNICEF.	*Responsible agency:* UNICEF *Source:* To be identified by UNICEF	
	Indicator 1.4.d: Government adopts legal framework and standards for civil society and NGOs. • Baseline: Not available • Target: Adopted legal framework	*Responsible agency:* UNDP *Source:* Official Gazettes	

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
1. DEMOCRATIC GOVERNANCE			
Output 1.4.1: Government institutions and civil society organisations supported to develop legal framework, guidelines and standards for enhanced effectiveness and mutual interaction (UNDP, UNHCR).	**Indicator 1.4.1a:** Successful legal and informal cooperation mechanisms designed and applied in practice at the local level. ● Baseline: Lack of effective legal framework and operating standards for interaction between municipal administrations and civil society organisations; ● Target: Affirmed innovative legal and informal interaction mechanisms applied within 20-30 municipalities in BiH.	*Responsible Agency:* UNDP *Source:* Project Progress Reports.
	Indicator 1.4.1b: Strengthened capacities of 2 local government associations for policy design, advocacy and service delivery; ● Baseline: Weak capacities of local government associations for policy design, advocacy and service delivery. ● Target: Capacities for policy design, advocacy and service delivery enhanced in two entity local government associations.	*Responsible Agency:* UNDP *Source:* Project Progress Reports.
	Indicator 1.4.1c: # of events attended for development of legal framework for free legal aid provided by civil society. ● Baseline: 1 Event per year. ● Target: 2 Events per year.	*Responsible agency:* UNHCR *Sources:* UNHCR Annual Protection Report.
Output 1.4.2: Civil society, including groups of children and young people in selected sentinel localities, has increased knowledge and skills to monitor child rights and implementation of national development plans (UNICEF).	**Indicator 1.4.3a:** # of NGOs included in monitoring the CRC based on agreed BiH set of priority indicators**.** ● Baseline: 20 ● Target: 40	*Responsible agency:* UNICEF *Sources:* NGO reports, CRC reports by MoHRR, external evaluation.
	Indicator 1.4.3b: # of groups of children in sentinel localities monitoring status of children's rights and reporting to municipal administration and the BiH MoHRR. ● Baseline: 0 ● Target:: 40	*Responsible agency:* UNICEF *Sources:* Project implementation reports, CRC reports by MoHRR, External evaluation.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
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.	*Indicator 2a*: % of poor and socially excluded reached by basic social services. ● Baseline: 2008/9 Poverty assessment; HBS Survey. ● Target: 20% Increase. *Indicator 2b*: Status of the implementation of the Social Inclusion Strategy. ● Baseline: SIS to be finalised and priority policies and actions to be outlined at the beginning of 2009. ● Target: To be developed on the basis of discussions with DEP and targets outlined in the finalised SIS document.	*Responsible agency:* Social Inclusion Working Groups in close cooperation with the BiH Directorate for Economic Planning. *Source:* Annual reports on CDS and SIS implementation by DEP BiH, Statistical bulletins – state and entity, Poverty assessment (HBS reports).	*Assumptions:* ● Economic and social stability. ● Economic growth continues. ● Budgetary allocations for social sectors are sufficient to meet the priorities of the SIS. *Risks:* ● Lack of coordination among government, donors, EU and UN agencies on Social Inclusion.
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. (UNICEF, UNFPA, UNDP, UNESCO, UNV, UNHCR, IOM, UN-HABITAT)	*Indicator 2.1a:* # of adopted policies in line/congruent with international human rights standards (EU Agenda for Social Inclusion TBD). ● Baseline: 0 ● Target: 5 *Indicator 2.1b* :# of adopted and implemented policies by respective Government institutions responsible for the most vulnerable displaced, returnees, refugees, asylum seekers and Romany. ● Baseline: 2 ● Target: 5 *Indicator 2.1c*: Level of awareness and knowledge of Social Inclusion in government institutions. ● Baseline: KAP Survey. ● Target: 50 %.	*Responsible agency:* Ministry of Human Rights and Refugees BiH, Directorate for European Integrations BiH. *Source:* Annual reports, UN and EU Human Rights Reports. *Responsible agency:* UNHCR *Source:* EU Human Rights Reports, Council of Europe reports, UNHCR reports. *Responsible agency:* UNICEF, UNDP, Agency for Employment of Government Officials. *Source:* KAP Survey (UNICEF), External evaluation (UNICEF).	*Assumptions:* ● BiH Government adopts Social Inclusion Strategy. ● BiH Government continues with implementation of EU agenda. ● Government starts linking economic and social policy making. *Risks:* ● Lack of commitment from BiH government to Social Inclusion Agenda. ● Government endorses standards that are not fully compliant with UN standards. ● EU drops Social Inclusion Agenda (TBC). ● Financial crisis further affects budget allocation for Social Inclusion.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.1.1. BiH social sector Ministries have increased knowledge and skills to develop policies/ strategies addressing key areas of exclusion and vulnerability of children and families with children, including skills to plan and develop budgets in support of these policies (UNICEF, IOM).	**Indicator 2.1.1a:** Social Protection and Inclusion Policy for BiH Developed. • Baseline: 0 • Target: Social Protection and Inclusion Policy developed by 2012.	*Responsible agency:* ***UNICEF*** ***Sources:*** 1. SPIS Policy document. 2. Entity strategy documents.
	Indicator 2.1.1b: Number of by-laws and regulations developed, adopted and enforced in the area of Juvenile Justice. • Baseline: Framework Juvenile Justice Act currently in adoption procedure. • Target: 4 By-laws	*Responsible agency:* UNICEF *Sources:* Government reports, Official Gazettes.
	Indicator 2.1.1.c: Effective enforcement of juvenile justice legislation with a time-bound action plan. • Baseline: None. • Target: Enforcement by 2014.	*Responsible agency:* UNICEF *Sources:* Government reports, project reports, Official Gazettes.
	Indicator 2.1.1.d: # of government officials included into capacity development on social budgeting for children (training and budget preparation) • Baseline: None. • Target: 50 Planning and budget officials included.	*Responsible agency:* UNICEF *Source:* Training reports.
	Indicator 2.1.1. e: Legislative review of the social protection and inclusion referral amongst heath, education and social welfare completed and revisions to the legislation proposed. • Baseline: None. • Target: Yes, by 2012.	*Responsible agency:* UNICEF *Source:* SPIS Project implementation reports, SPIS Project external evaluation.
	Indicator 2.1.1. f: Operational reintegration system of VoTs B&H nationals incorporated in social services in B&H, including the establishment of an Assistance Fund for Victims of Human Trafficking in BiH. • Baseline: Operational reintegration system not in BiH institutional framework and Assistance Fund not established. • Target: Operational reintegration system and Assistance Fund within B&H institutional framework.	*Responsible agency:* IOM *Source:* Fund management guidelines, reports.
	Indicator 2.1.1 h: Return and referral mechanism for illegal migrants in place. • Baseline: Return and referral mechanism for illegal migrants not operational. • Target: Return and referral mechanism for illegal migrants operational.	*Responsible agency:* IOM *Source:* Fund management guidelines.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.1.2. State and Entity level government has increased knowledge and skills to integrate gender and women's rights into multi-sectoral inclusive social policies (UNFPA).	**Indicator 2.1.2a:** Entity Sexual and Reproductive Rights and Health Strategy developed and adopted. ● Baseline: Not prepared. ● Target: Developed and adopted.		*Responsible agency:* UNFPA *Sources:* Project and government reports, Strategy documents.
	Indicator 2.1.2 b: Guidelines on Abortion endorsed by the Canton and Entity Ministries of Health. ● Baseline: Not endorsed in 2008. ● Target 2014: 4 Ministries have endorsed abortion guidelines.		*Responsible agency:* UNFPA *Sources:* Project and government reports.
Output 2.1.3. State and Entity Health Ministries coordinate and develop inter-sectoral policies and strategies to improve women's and children's status and to mainstream them into ongoing social sector reforms, including in the areas of nutrition, health, integrated early childhood development, family planning and reproductive health commodity security (UNICEF, UNFPA).	**Indicator 2.1.3.a:** # of ECD Policy working group meetings and public consultations on policy document. ● Baseline: 6 Working Group meetings held in both Entities ● Target: The National ECD Policy developed through participatory process where 8 Working Group meetings and 10 public consultations areheld.		*Responsible agency:* UNICEF *Sources:* project reports, IDD Committee report, ECD Committee report, IBFAN report.
	Indicator 2.1.3.b: # of Nutrition Working Group meetings and participatory planning policy consultations on Infant and Young Child Feeding (IYCF) Policy**.** ● Baseline: 0 Working Group meetings held. ● Target: The National IYCF Policy developed through participatory process where 8 Working Group meetings and 10 public consultations are held.		*Responsible agency:* UNICEF *Sources:* project reports, IDD Committee report, ECD Committee report, IBFAN report.
	Indicator 2.1.3c: The ECD and nutrition is included in BiH Social Inclusion Strategy and other sectoral ongoing reforms. ● Baseline: ECD and nutrition is not emphasised by sectoral reforms. ● Target: ECD and nutrition is emphasised by BiH ongoing social sectoral reforms.		*Responsible agency:* UNICEF *Sources:* project reports, IDD Committee report, ECD Committee report, IBFAN report.
	Indicator 2.1.3.d: Quality assurance of iodised salt at the production and supply level improved. ● Baseline: Quality assurance of iodised salt weak. ● Target: Salt samples are regularly collected by sanitary inspectors and the level of iodine is tested by PHI's laboratories.		*Responsible agency:* UNICEF *Sources:* project reports, IDD Committee report, ECD Committee report, IBFAN report.
	Indicator 2.1.3.e: BiH Government enforces Policy for safe and continued immunization programme and immunization coverage increased with particular focus on reaching children with low coverage levels. ● Baseline: Immunization coverage of OPV 79.0 %, DPT 78 %, MMR 75 % (MICS3). ● Target: Immunization coverage of OPV, DTP, and MMR increased by 10 % at the country level by 2014.		*Responsible agency:* UNICEF *Sources:* project reports, IDD Committee report, ECD Committee report, IBFAN report.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
	Indicator 2.1.3. f: Family policy action plan established at Entity level. ● Baseline: Not developed. ● Target: Family policy established at Entity level.		*Responsible agency:* UNFPA *Sources:* Project and government reports, Action Plans.
	Indicator 2.1.3. g: Number of midwives with improved capacities to provide nutrition and family planning counseling to families with children. ● Baseline: To be established in year 1. ● Target: Increasing by 10% each year.		*Responsible agency:* UNFPA *Sources:* Project and government reports.
Output 2.1.4. 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 (UNESCO, UNICEF, UNDP, UNV).	**Indicator 2.1.4a:** Studies on multicultural elements in curricula of primary schools in BiH conducted**.** ● Baseline: 0 ● Target: Study on multicultural curricula elements developed by 2010 and included into policy documents by 2011.		*Responsible agency:* UNICEF *Sources:* Curricula analysis, Government Working Group reports, Revised Curricula.
	Indicator 2.1.4.b: Intercultural ethics code and competency standards for teachers developed. ● Baseline: No standards. ● Target: Standards translated into regulatory framework and used by the Agency for Pre-Primary, Primary and Secondary Education by 2012.		*Responsible agency:* UNICEF *Sources:* Government Working Groups Reports, Study on existing competencies and Ethical Code and Competency Standards.
	Indicator 2.1.4.c: Number of intercultural creative and cultural tourism projects implemented in local communities. ● Baseline: Not applicable. ● Target: 70 Projects implemented.		*Responsible agency:* UNDP, UNV *Sources:* Project applications received, MoCA MDGF Culture and Development Implementation reports, project reports, field reports, municipal reports, media analyses.
	Indicator 2.1.4 d: Number of municipalities participating in initiatives to promote intercultural dialogue and mutual understanding. ● Baseline: 0 ● Target: 5 Municipalities participated in the related training sessions and implementation of related mentioned initiatives.		*Responsible agency:* UNESCO *Sources:* Project implementation reports.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.1.5 Government develops policies and legal frameworks that serve to enhance the rights of migrant populations (including forced migration), IDPs, returnees, refugees and asylum seekers, and Romany included through full implementation of the Annex VII strategy, as well as policies which ensure access to rights of refugees, asylum seekers and other migrants (UNHCR, IOM).	**Indicator 2.1.5a:** # of bylaws related to access to rights of recognised refugees. • Baseline: 4 • Target: 6 by 2011. **Indicator 2.1.5 b:** # of bylaws and regulations developed, adopted and enforced in the area of access to rights of asylum seekers. • Baseline: 3 • Target: 9 **Indicator 2.1.5c:** % of policies and legal frameworks that better reflect needs of IDPs and returnees. • Baseline: 30%. • Target: 100% by 2014.	***Responsible agency:*** UNHCR ***Sources:*** Official Gazette, project and progress reports by UNHCR.
	Indicator 2.1.5d: # of trainings on legal assistance and access to basic social services held for illegal migrants, victims of trafficking and other migrants. • Baseline: No legal assistance provided or access to basic social services. • Target: Staff trained to provide legal assistance. **Indicator 2.1.5e:** Policies and legal frameworks revised and or developed and adopted to address the rights of illegal migrants, victims of trafficking, returnees and Romany. • Baseline: Referral mechanisms in place. • Target: Illegal migrants, victims of trafficking, returnees and Romany have access to basic social services.	***Responsible agency:*** IOM ***Sources:*** project progress reports and survey results.
Output 2.1.6. Directorate of Economic Planning has knowledge & skills to programme and facilitate implementation of the Madrid Plan of Action for Elderly and the Regional Implementation Strategy (UNFPA).	**Indicator 2.1.6a:** BiH Parliamentary Assembly adopts the Madrid International Plan of Action on Ageing, • Baseline: Not yet adopted. • Target: Adopted. **Indicator 2.1.6b:** Regional Implementation Strategy for the elderly adapted to BiH and entity strategies for elderly in BiH developed. • Baseline: Not prepared. • Target: Developed and adopted.	***Responsible agency:*** UNFPA ***Sources:*** Project reports, Strategy documents.
Output 2.1.7. State, Entity and Cantonal governments have increased and developed institutional and operational capacities to develop housing policies/ strategies addressing the needs of low income and vulnerable groups (UN-HABITAT).	**Indicator 2.1.7a:** State/Entity Housing Agencies established. • Baseline: 0 • Target: 2 **Indicator 2.1.7b:** Number of public social housing projects developed to be presented to loan facilities from international/ national institutions. • Baseline: 0 • Target: 2	***Responsible Agency:*** UN-HABITAT ***Sources:*** Project reports. Policy/ Strategy documents.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Outcome 2.2: Municipal authorities, citizens, civil society and the private sector increasingly able to contribute effectively to planning and implementation of inclusive social policies at local level (UNICEF, UNFPA, UNV, UNDP, UN-HABITAT).	*Indicator 2.2.a:* # of effective institutionalised fora for government-CSO dialogue. ● Baseline: 10 ● Target: 65	*Responsible agency:* UNDP, UNICEF, UNV *Source:* NGO reports, Municipal authorities and municipal project reports.	*Assumptions:* ● CSOs are willing and able to exert pressure on governments with regard to participatory planning. ● Emerging policy context increasingly enables civil society and government to strengthen participatory and socially inclusive planning. *Risks:* ● Insufficient interest in participatory planning from all parties involved.
	Indicator 2.2.b: # of municipalities implementing social inclusion programmes for vulnerable populations ● Baseline: 15 ● Target: 65	*Responsible agency:* UNDP, UNICEF, UNV *Source:* NGO reports, Municipal project reports, Evaluations	
	Indicator 2.2.c: # of municipalities in which social services for children are delivered in cooperation with CSOs and excluded groups of the population. ● Baseline: Municipality assessments in 20 municipalities. ● Target: 20	*Responsible agency:* UNICEF *Source:* Baseline situation and systems analysis; Formative evaluation; External evaluation (2012)	
Output 2.2.1. Local government and social sector institutions in selected municipalities adopt standard methodologies for planning, implementation and monitoring of programmes /local action plans to create increased opportunities for participation of socially excluded groups in development programmes, their monitoring and implementation (UNICEF, UNFPA).	**Indicator 2.2.1a:** Number of municipalities which adopt standardised participatory methodology integrating social sectors into efficient referral. ● Baseline: 14 in 2009. ● Target: Additional 25 by 2014.	*Responsible agency:* UNICEF *Sources:* Project reports.	
	Indicator 2.2.1b: # of implemented Municipal Action Plans for social protection and inclusion referral costed and budgeted, based on solid data on children. ● Baseline: No ● Target: 10 by 2012.	*Responsible agency:* UNICEF *Sources:* Project reports.	
	Indicator 2.2.1c: # of implemented Municipal Action Plans including inputs from children and excluded groups. ● Baseline: 0 ● Target: 25 by 2012.	*Responsible agency:* UNICEF *Sources:* Project reports.	
	Indicator 2.2.1 d: Number of Action Plans with a budget for the social protection and inclusion of the elderly. ● Baseline: None. ● Target: 4 by 2014.	*Responsible agency:* UNFPA *Sources:* Action Plans.	

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.2.2. Local government in selected municipalities has increased skills and capacity to ensure the active participation of young people in local planning and decision-making processes (UNV).	**Indicator 2.2.2a:** Number of trainings on youth mainstreaming delivered to local government. ● Baseline: Not available. ● Target: One training per selected municipality.	*Responsible agency:* UNV *Sources:* Project reports.
	Indicator 2.2.2b: Number of young people participating in local planning and decision-making processes. ● Baseline: Not available. ● Target: 10 young people participate in local planning and decision-making processes per selected municipality.	*Responsible agency:* UNV *Sources:* Project reports.
Output 2.2.3. Civil society organisations and citizen's groups in selected municipalities, in close interaction with local administrations, participate in development of methodologies for local participatory planning and have skills to engage socially excluded groups in local planning, decision-making, implementation and monitoring processes (UNICEF, UNV).	**Indicator 2.2.3a:** Number of policy consultations held between the CSOs and the local administrations with representation of vulnerable groups. ● Baseline: 0 ● Target: 30	*Responsible agency:* UNICEF *Sources:* Project reports.
	Indicator 2.2.3b: Number of children's groups created in municipalities. ● Baseline: 10 ● Target: 20	*Responsible agency:* UNICEF *Sources:* Project reports.
	Indicator 2.2.3c: Number of trainings delivered to youth, NGOs and organizations involving volunteers. ● Baseline: 0 ● Target: 20	*Responsible agency:* UNV *Sources:* Project reports.
Output 2.2.4. Municipalities and local development organizations in selected municipalities have increased capacity to plan and implement policies for sustainable local economic development and poverty reduction (UNDP).	**Indicator 2.2.4a:** Number of municipalities in which authorities and CSOs are knowledgeable in effective human rights/gender budgeting and project cycle management. ● Baseline: Not available. ● Target: 21.	*Responsible agency:* UNDP *Sources:* SRRP & URDRP programmes and M&E reports, municipal documents and reports.
	Indicator 2.2.4b: Number of municipalities incorporating poverty assessments and other relevant data and analysis into the design of policies for targeting vulnerable groups. ● Baseline: 2 ● Target: 15	

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.2.5. Local government in selected municipalities has developed skills and operational capacities for planning and implementing policies and strategies to solve housing needs and improve housing conditions of low-income and vulnerable groups within an integrated urban development planning framework (UN-HABITAT).	**Indicator 2-2-5a:** Number of local housing and urban development strategies and action plans drafted and adopted. ● Baseline: To be established in year 1. ● Target: 4 **Indicator 2.2.5b:** Number of viable projects for social housing, regularization and improvement of informal settlements, urban development prioritised and formulated to access EU and other sources of funding for implementation. ● Baseline: To be established in year 1. ● Target: 6	*Responsible agency:* UN-HABITAT *Sources:* Programme reports.	
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 (UNICEF, UNFPA, UNHCR, IOM, UNDP, UNV, UNESCO, IFAD).	*Indicator 2.3a*: # of municipalities with referral mechanisms established and functioning in employment, health, education and social sectors targeting socially excluded groups. ● Baseline: 0 ● Target: 80	*Responsible agency:* Social Inclusion – Basic Services UN Agency Group *Source:* Project reports, Municipal progress reports, SIS progress reports.	*Assumptions:* ● Social service providers have knowledge and skills to implement mechanisms to include socially excluded. *Risks:* ● Lack of knowledge and understanding of HRBA ● No reliable data on poor and excluded ● Lack of political will (could be overall risk).

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.3.1 Service providers in health, education, social protection and law enforcement sectors have improved knowledge and skills to increase access of socially excluded children and youth to quality social services and address specific child and youth vulnerabilities (UNICEF, UNFPA, UNESCO).	**Indicator 2.3.1a:** # of locations with established and improved continuum of services for children in conflict and contact with the law, in line with international standards of treatment and protection of children. ● Baseline: 0 ● Target: 20 Locations.	*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports.
	Indicator 2.3.1b: Number of Centres for Social Work (CSW) which provide standardised, child rights-focused and cost-effective child protection services for children deprived of parental care. ● Baseline: 0 ● Target: 20	*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports.
	Indicator 2.3.1c: % of teachers that change their teaching practices so that they become child-centred. ● Baseline: 100% of primary school teachers from five municipalities (2008). ● Target: 50% of primary school teachers from BiH.	*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports.
	Indicator 2.3.1d: % of schools that change school environment so that it becomes inclusive participatory and increase parental involvement in the school life. ● Baseline: 10% of primary schools in BiH (School Improvement programme 2006-2007). ● Target: 50% of primary schools.	*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports.
	Indicator 2.3.1.e. # of municipalities with established an Integrated parenting education and school readiness programme ● Baseline: 10 Municipalities. ● Target: 25 Municipalities.	*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports.
	Indicator 2.3.1.f: Number of sexual and reproductive health peer education clubs in BiH schools. ● Baseline: 24 ● Target: 34	*Responsible agency:* UNFPA *Sources:* Project reports, school reports.
	Indicator 2.3.1.g.: Number of schools participating in the related initiatives. ● Baseline: 0 ● Target: 50% of total school population concerned participated in the process.	*Responsible agency:* UNESCO *Sources:* Project implementation reports.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.3.2 Selected local communities and the accountable health, education, social and judiciary service providers establish multi-sectoral referral mechanisms to address gender-based violence and child abuse (UNICEF, UNFPA).	**Indicator 2.3.2a**: Number of municipalities using gender-based violence and CA standard referral mechanism. ● Baseline: 2 ● Target: 30 by 2014.		*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports, External evaluation.
	Indicator 2.3.2 b: # of municipalities adapting GBV referral mechanisms for their communities. ● Baseline: 2 Set up in 2008. ● Target: 8 Municipalities.		*Responsible agency:* UNFPA *Sources:* Project reports.
Output 2.3.3. Integrated Early Childhood Centres established in selected municipalities to improve child health, nutrition, education and protection (UNICEF).	**Indicator 2.3.3.a:** # of municipalities that have established Integrated ECD Centres to promote early childhood development of children. ● Baseline: 0 ● Target: 10 Municipalities.		*Responsible agency:* UNICEF *Sources:* Project reports, ECD Committee report, IBFAN report.
	Indicator 2.3.3.b: # of health, nutrition and child development specialists from selected municipalities that have built capacity through UNICEF's training to deliver parenting education and support ECI and social work services to families and children with malnutrition. ● **Baseline:** 30 Professionals from health, education and child protection sectors. ● **Target:** 100 Professionals from health, education and child protection sectors.		
Output 2.3.4. Health, education and social protection providers, together with community volunteers, have improved knowledge and skills to empower youth and women to make informed decisions on reproductive health and nutrition (UNFPA, UNV).	**Indicator 2.3.4 a:** Number of women receiving information on reproductive health and nutrition through ICCPs. ● Baseline: To be established in year 1. ● Target: Increasing by 25% each year.		*Responsible agency:* UNPFA *Sources:* Project reports and ICCPs records.
	Indicator 2.3.4 b: Number of peer education clubs with programme on nutrition established. ● Baseline: To be set up 1st year (number of established peer education clubs with programme on nutrition). ● Target: Increase of 50% each following year.		*Responsible agency:* UNPFA *Sources:* Project reports and school clubs evidence.
	Indicator 2.3.4c: Number of community volunteer networks established to assist IPCCs in identifying childhood malnutrition and enhance local awareness on nutrition and health. ● Baseline: 0 ● Target: 10 Community volunteer networks established.		*Responsible agency:* UNV *Sources:* Project reports.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.3.5. Service providers have strengthened knowledge, skills and resources to increase access of IDPs, returnees, marginalised rural poor, refugees, asylum seekers, victims of trafficking, Romany, illegal migrants to legal assistance and to quality health, education and social protection services and to address specific vulnerabilities (UNHCR, IOM, IFAD).	**Indicator 2.3.5.a:** # of the most vulnerable displaced, returnees, refugees, asylum seekers and Romany provided with free legal assistance. ● Baseline: 27,000 Beneficiaries assisted by free legal aid services. ● Target: 50,000 Beneficiaries (in cumulative terms) will have been assisted with free legal aid services by 2014.	*Responsible agency:* UNHCR *Sources:* Project reports.
	Indicator 2.3.5.b: % of the most vulnerable displaced, returnees, refugees, asylum seekers and Roma provided with access to appropriate basic social services. ● Baseline: 20% ● Target: 100 % by 2014.	*Responsible agency:* UNHCR *Sources:* Project reports.
	Indicator 2.3.5.c: # of trainings for employment service staff on labour migration issues. ● Baseline: 4 Trainings provided. ● Target: 15 Trainings.	*Responsible agency:* IOM *Sources:* Project progress reports.
	Indicator 2.3.5d: # of assisted youth and migrant populations. ● Baseline: 150 Youth and migrants assisted. ● Target: 15000 Youth and migrants assisted.	
	Indicator 2.3.5e: # of Circular/Temporary Labour Migration Schemes introduced ● Baseline: None. ● Target: 4 Circular/Temporary Labour Migration Schemes developed.	
	Indicator 2.3.5f: # of rural poor who get access to technical advisory service support and whose enterprises receive access to business advisory service support. ● Baseline: Not Available. ● Target: Yet to be determined.	*Responsible agency:* IFAD *Sources:* Project reports.
	Indicator 2.3.5h: # of rural poor who receive access to loans from participating financial institutions (PFI). ● Baseline: Not Available. ● Target: 6,500 loans.	
	Indicator 2.3.5i # of rural infrastructure micro-projects completed by private service providers to increase market access to the rural poor. ● Baseline: 0 ● Target: 80	

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
2. SOCIAL INCLUSION			
Output 2.3.6. 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 Labour Migration Schemes (UNDP, UNV, UNICEF, IOM).	**Indicator 2.3.6a:** # of life-skills based, professional orientation and career development programmes developed for primary and secondary schools. • Baseline: No professional orientation programmes exist within the formal school syllabus. • Target: 50 Primary and 50 secondary schools.	*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports, External evaluation.	
	Indicator 2.3.6b: # of community based models for prevention of drop-outs piloted, documented and presented as a policy option. • Baseline: No community models for prevention of drop-outs exist. • Target: 17 Municipalities.	*Responsible agency:* UNICEF *Sources:* Project implementation reports, Government reports, External evaluation.	
	Indicator 2.3.6c: In country and out-of-country employment opportunities and schemes integrated and documented within the services of Public Employment Bureaus. • Baseline: No such schemes integrated in the services of the PEB's. • Target: Employment services established and implemented.	*Responsible agency:* IOM *Sources:* Project progress reports.	
	Indicator 2.3.6d: # of Youth Employment Resource Centres established, equipped, staffed and operational in Public Employment Offices. • Baseline: None. • Target: 17 YERCs.	*Responsible agency:* UNDP/UNV *Sources:* Training evaluation reports, reports from Entity Ministries for employment, field visits and regular control of work of YERCs, progress reports, M&E reports.	
	Indicator 2.3.6 e: # young people who received direct counseling assistance, trainings and access to up-to-date labour market information. • Baseline: None. • Target: 10,000 Young people.		

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
3. ENVIRONMENT			
UNDAF Outcome 3. By the end of 2014, Government meets 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.	*Indicator 3a*: Environmental legal framework established (or Number of enacted Laws in line with *acquis)*. ● Baseline: Environmental laws at Entity level aligned with EU legal frameworks. ● Target: All Environmental legislation aligned with relevant EU legal framework. *Indicator 3b*: B&H regularly reports to the Secretariats of the MEAs. ● Baseline: Irregular and no coordinated reporting. ● Target: Systems in place for regular and quality reporting to MEA Secretariats. *Indicator 3c*: Developed protection of cultural and natural resources (% increase of protected area). ● Baseline: Weak management / protection mechanisms and frameworks. ● Target: Adequate management of cultural and natural properties ensured.	*Sources:* Responsible agencies/ partners. *Lead agencies:* UNDP,UNV, UNESCO, UNEP. *Partners:* FAO, MoFTER, Entity Ministries, Brcko District Government, Cantonal Ministries, Municipalities, European Commission, International Organisations, CSOs, business sector.	*Assumptions:* ● EU accession is top national priority. ● There is a necessary level of consensus in country on these issues. *Risks:* ● Political divisions slow down and obstruct the EU accession process. ● Low absorption capacity of Government at all levels.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
3. ENVIRONMENT			
Outcome 3.1: The Ministries of Environment at State, Entity and Cantonal levels ensure the legal framework is enacted and linkages between environment and other sectors established in order to institutionalise environmentally sustainable development (UNDP, UNV, UNEP, UNESCO).	*Indicator 3.1a:* Enacted Environment Law on the State level. - Baseline: Government with support of EC developed a solid draft of the Law. - Target: State level Environment Law adopted. *Indicator 3.1b*: Established Environment Protection Agency on the state level. - Baseline: Weak political agreement on establishing the agency. - Target: Established and functional BiH Environment Protection Agency. *Indicator 3.1c:* Functional funding mechanisms for environmental protection. - Baseline: Two Entity environment protection funds formally exist but are not functional. - Target: Mechanisms in place to provide finances for priority environment action. *Indicator 3.1.d*: Number of sectoral plans and policies incorporating environmental protection. - Baseline: Environment protection incorporated in strategic plans and policies only on sporadic basis. - Target: Environment protection systematically incorporated in all strategic planning processes and relevant policies.	*Sources:* Responsible agencies/ partner *Lead agencies:* UNDP and UNEP *Partners:* UNV,UNESCO, MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries, European Commission, International organisations, CSOs, business sector;	*Assumptions:* - Existence of a political agreement to establish Environment Protection Agency on the State level. *Risks:* - Resistance at Entity level on State level policy and institutional development. - Lack of capacities to establish and manage funding mechanisms. - Lack of awareness on importance of environmental mainstreaming in transitional process.
Output 3.1.1: Existing legal and institutional framework for environmental governance at Entity and State level is analysed and documented (UNEP, UNDP).	**Indicator 3.1.1a: Report on** existing legal institutional framework. - Baseline: Fragmented legal framework. - Target: Clear picture of legal institutional framework. **Indicator 3.1.1b:**. Report on NEAP implementation and new comprehensive indicator framework established. - Baseline: NEAP indicators outdated. - Target: NEAP indicators reviewed and updated. **Indicator 3.1.1c**: Report on BiH State of the Environment. - Baseline: 0 (No comprehensive state-level SoE). - Target: SoE Report.		*Responsible agencies/ partners:* Lead: UNEP Partners: UNDP MOFTER, Entity Ministries.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
3. ENVIRONMENT			
Output 3.1.2. Ministries of Environment at State, Entity and Cantonal levels have technical knowledge and skills for the preparation of reliable environmental indicators (linked with poverty reduction) to inform Entity and State policy development (UNEP, UNDP).	**Indicator 3.1.2a:** Operational Environmental Information System in use. ● Baseline: Rudimentary and disconnected data. ● Target: Environmental Information System is fully functional, continuously updated and actively used.		*Responsible agencies/ partners:* Lead: UNEP Partners: UNDP MOFTER, Entity Ministries.
Output 3.1.3: Ministries of Environment at State, Entity and Cantonal levels mainstreams environmental governance for strategic planning processes (UNDP, UNV, UNEP, UNESCO).	**Indicator 3.1.3a:** # of comprehensive strategic planning processes documented. ● Baseline: 0 ● Target: 5		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP. *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries.
Output 3.1.4: Government at Entity level has technical knowledge and skills to establish effective environmental funding mechanisms (UNDP, UNV, UNEP, UNESCO).	**Indicator 3.1.4a:** Report on assessment of efficient funding mechanisms provided and follow-up on recommendations initiated. ● Baseline: 0 ● Target: 1 **Indicator 3.1.4b:** Governance structure and selection criteria for innovative projects linking environment and poverty established and functioning. ● Baseline: No systematic approach to linking environment and poverty related p rojects. ● Target: Institutionalised procedures for linking environment and poverty related projects.		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries.
Outcome 3.2: Government has increased capacity to reduce environmental degradation and promote environmentally friendly actions and sustainable natural and cultural resource utilisation (UNDP, UNV, UNEP, UNESCO, UNECE, UNIDO).	*Indicator 3.2a*: Increased number of protected areas. ● Baseline: To be developed by the Environment UNDAF Outcome Working Group. ● Target: To be developed by the Environment UNDAF Outcome Working Group. *Indicator 3.2b*: Number of initiatives in the area of biodiversity, waste management, water and waste water management developed and implemented. ● Baseline: 0 ● Target: 20 *Indicator 3.2c:* Number of initiatives in the area of the clean development actions, such as cleaner production, energy efficiency, carbon trading, etc, developed and implemented; ● Baseline: 0 ● Target: 20	*Responsible agencies:* Environment UNDAF Outcome Working Group (UNDP, UNV, UNESCO, UNEP, UNIDO). *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries, European Commission, international organisations, CSOs, business sector.	*Assumptions:* ● Environment Agency on the State level established. *Risks:* ● Inadequate institutional capacities and skills for planning and implementing environmental management.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
3. ENVIRONMENT			
Output 3.2.1: Government at State, Entity and Cantonal level has awareness, knowledge and takes effective action in the area of adaptation and mitigation of climate change (UNDP, UNV, UNEP, UNESCO, UNIDO).	**Indicator 3.2.1a:** Number of civil servants at central level trained in facilitation of environmental planning and programming. ● Baseline: 0 ● Target: 50 **Indicator 3.2.1b:** Number of awareness raising activities conducted. ● Baseline: 0 ● Target: 15	*Responsible agencies:* UNDP, UNV, UNESCO, UNEP. *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries.	
Output 3.2.2: Government at State, Entity and Cantonal level has greater technical knowledge and skills to implement environmental governance actions (UNDP, UNV, UNEP, UNESCO).	**Indicator 3.2.2a:** Number of innovation grants provided and projects related to poverty reduction and social inclusion implemented. ● Baseline: 0 ● Target: 20	*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries.	
Output 3.2.3: Government at State, Entity and Cantonal level has increased awareness and knowledge to develop and implement specific initiatives in the area of the biodiversity, waste management, water and waste water management (UNDP, UNV, UNEP, UNESCO, UNECE, UNIDO).	**Indicator 3.2.3a:** Level of knowledge and skills of responsible government officials on how to develop specific initiatives in the area of biodiversity, waster management, etc. ● Baseline: Very low level of awareness and knowledge. ● Target: Increase in the level of knowledge of 30 officials.	*Responsible agencies:* UNDP, UNV, UNESCO, UNEP, UNECE, UNIDO *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries.	
Output 3.2.4: Government at State, Entity and Cantonal level has increased awareness and knowledge to develop and implement strategies and specific initiatives in the area of clean development actions, such as cleaner production, energy efficiency, carbon trading, etc (UNDP, UNV, UNEP, UNESCO, UNECE, UNIDO).	**Indicator 3.2.4a:** Level of knowledge and skills of responsible government officials in the area of clean development actions. ● Baseline: Very low level of awareness and knowledge. ● Target: Increase in the level of knowledge of 30 officials.	*Responsible agencies:* UNDP, UNV, UNESCO, UNEP, UNECE, UNIDO *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries.	

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
3. ENVIRONMENT			
Output 3.2.5: State-level Government in coordination with Entity authorities is enabled to respond to its international environmental obligations (UNDP, UNV, UNEP, UNESCO).	**Indicator 3.2.5a:** Number of progress reports submitted to the international environmental cooperation mechanisms. ● Baseline: 0 ● Target: 5		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries.
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, UNV, UNEP, UNESCO).	*Indicator 3.3a*: Number of the communities trained in environment planning and management practices. ● Baseline: To be developed by the Environment UNDAF Outcome Working Group. ● Target: To be developed by the Environment UNDAF Outcome Working Group. *Indicator 3.3b*: Increased number of Local Environmental Action Plans. ● Baseline: 142 Municipalities of which 46 have LEAPs (32%). ● Target: 30 LEAPs (20% of all BiH municipalities). *Indicator 3.3c:* Increased number of projects ensuring cleaner, safer and sustainable development. ● Baseline: to be developed by the Environment UNDAF Outcome Working Group. ● Target: to be developed by the Environment UNDAF Outcome Working Group.	*Responsible agencies:* Environment UNDAF Outcome Working Group (UNDP, UNV, UNESCO, UNEP) *Sources:* MOFTER, Entity Ministries, Brcko District Government, Cantonal Ministries, European Commission, International Organisations, CSOs, business sector.	*Assumptions:* ● Instruments for environmental governance responsive to needs of local communities established. *Risks:* ● Ineffective environmental resource management and poor delivery of environmental services at local level. ● LEAPs developed but implementation limited.
Output 3.3.1: 30 selected municipalities have strengthened effective local level participatory environmental planning mechanisms (UNDP, UNV, UNEP, UNESCO).	**Indicator 3.3.1a:** Number of local coordinators having knowledge & skills in facilitation of local environmental planning and programming process and LEAP formulation. ● Baseline: 0 ● Target: 30		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* Municipalities, CSOs, business sector.
Output 3.3.2: Local government, in cooperation with private sector and CSOs develops and implements local environmental plans in selected municipalities (UNDP, UNV, UNEP, UNESCO).	**Indicator 3.3.2a:** Number of LEAPs implemented. ● Baseline: 0 ● Target: 30		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* Municipalities, CSOs, business sector.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
3. ENVIRONMENT			
Output 3.3.3: Local government and public service providers have improved knowledge to ensure provision of environmentally compliant energy, water and sanitation services (UNDP, UNV, UNEP, UNESCO).	**Indicator 3.3.3a:** Number of civil servants and public service providers trained to support provision of environmentally compliant energy, water and sanitation services. ● Baseline: 0 ● Target: 120		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* Municipalities, CSOs, business sector.
Output 3.3.4. Representatives of local government, private sector and civil society organisations in selected municipalities have increased capacities in the area of the sustainable development and sustainable environmental management (UNDP, UNV, UNEP, UNESCO).	**Indicators 3.3.4a:** Number of civil servants trained in environmental planning and programming for including LEAP into budgetary formulation processes. ● Baseline: 0 ● Target: 90		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* Municipalities, CSOs, business sector.
	Indicator 3.3.4b: Number of representatives of CSOs, private sector and local government skilled and knowledgeable in LEAP planning and implementation. ● Baseline: 0 ● Target: 150		*Responsible agencies:* UNDP, UNV, UNESCO, UNEP *Sources:* Municipalities, CSOs, business sector.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
UNDAF Outcome 4. 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 issues of migration and women, peace and security.	*Indicator 4a*: Existence and functionality of a State disaster management and risk reduction platform. • Baseline: Poor state level coordination on disaster management. Lack of disaster risk reduction measures and mechanisms. • Target: National Platform for disaster risk reduction established and functional. *Indicator 4b*: National and local capacities strengthened to control and manage small arms and light weapons, mine action and armed violence • Baseline: National Strategy and Action Plan for SALW control, Coordination Board for SALW and National team for Community Policing. • Target: National and local strategies for SALW Control, mine action and armed violence prevention implemented by 2014 and Impact reports and reviews developed. *Indicator 4c*: The extent that migration and state border management complies with international standards and EU accession requirements. • Baseline: Weak compliance. • Target: To be based on EU accession requirements. *Indicator 4d*: Law enforcement and security sectors in BiH gender mainstreamed. • Baseline: Non-existent. • Target: To be developed on the basis of assessment (to be conducted by the Gender Equality Agency and Entity Gender Centres).	*Responsible agency:* Human Security UNDAF Outcome Working Group *Source:* Council of Ministers reports and documents. EU reports on BiH progress towards fulfilling EU accession requirements. BHMAC reports and documents. Gender Equality Agency and Entity Gender Centres reports and analysis.	*Assumptions:* • Government is committed. • Favorable political climate. *Risks:* • Lack of financial support. • Low absorption capacity of Government at all levels. • Lack of Government commitment.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
CP 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, TB and pandemic influenza (UNDP, UNFPA, UNICEF, WHO, UNHCR, UNESCO).	*Indicator 4.1 a*: National Strategy and National Development Plan for disaster risk reduction guides government planning. • Baseline: None. • Target: Yes.	*Responsible agency:* UNDP *Source:* Working Group of the Council of Ministers report (to be double checked).	*Assumptions:* • Government commitment. • Favorable political climate. • Availability of financial resources. • DRR Working Group appointed by the council of Ministers. • NAB on HIV/AIDS is operational. • UNTG on HIV/AIDS secretariat in place with staff. *Risks:* • Lack of Government commitment and no financial resources allocations. • Unwillingness of political partners. • No working group on DRR established and lack of leadership at the NAB on HIV/AIDS. • Absence of M&E and data collection system structure.
	Indicator 4.1b: Gender sensitive national HIV/AIDS Strategy adopted. • Baseline: None. • Target: Yes.	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA *Source:* UN TG Annual Report, NAB Annual Report.	
	Indicator 4.1c: Annual reporting system developed for the state of HIV epidemic in B&H. • Baseline: None. • Target: Yes.	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA, Entity MoHs *Source:* UN TG Annual Report, NAB Annual Report.	
	Indicator 4.1d: Annual Operational Plans for implementation of the AIDS Strategy regularly developed. • Baseline: None. • Target: Yes.	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA, Entity MoHs *Source:* UN TG Annual Report, NAB Annual Report.	
Output 4.1.1. Ministry of Security has sufficient knowledge and material resources to coordinate development of core policy documents and the establishment of a risk assessment system (UNDP).	**Indicator 4.1.1a**: Risk Assessment System established and risk assessment for the country produced and regularly updated. • Baseline: None. • Target: Yes.		*Responsible agency:* UNDP *Source:* Report of the CoM appointed Working Group, Risk Assessment document, Risk Assessment Observations, 5 year National Strategy and National Development Plan, National Training Plan, Project Progress Reports.
	Indicator 4.1.1b: Needs assessment and feasibility studies undertaken for the development of a National Strategy and National Development Plan for disaster risk reduction developed. • Baseline: None. • Target: Yes.		
	Indicator 4.1.1c: National Training Plan developed and implemented. • Baseline: None. • Target: Yes.		

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
Output 4.1.2 Ministry of Civil Affairs and the National Advisory Board on AIDS have sufficient technical knowledge to coordinate development and implementation of participatory evidence-based HIV/AIDS, tuberculosis and national health-related strategies, policies and standards (UNICEF, UNFPA UNDP, UNHCR).	**Indicator 4.1.2a:** New gender sensitive National HIV/AIDS Strategy developed. ● Baseline: None. ● Target: Yes. **Indicator 4.1.2b:** # of policies and standards to improve access to health protection and information developed according to international recommendations. ● Baseline: 1 ● Target: 5	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA *Source:* UN TG Annual Report, NAB Annual Report, Analysis of legislations, policies and standards regulating access to health services and information.
	Indicator 4.1.2c: Asylum seekers and refugees included in the National HIV/AIDs Strategy. ● Baseline: Absence of specific reference and follow up plans for asylum seekers and refugees in the current strategy. ● Target: Inclusion of asylum seekers and refugees in the national strategy. **Indicator 4.1.2d:** Linkages between HIV/AIDS and other STIs incorporated into the National HIV/AIDS Strategy ● Baseline: Not incorporated. ● Target: Yes, incorporated and HIV/AIDS strategy reflects linkages with other STI.	*Responsible Agency:* UNHCR *Source:* National HIV/AIDs Strategy. *Responsible Agency:* UNFPA *Source:* National HIV/AIDS Strategy Document.
Output 4.1.3: Ministry of Civil Affairs establishes coordination mechanisms on HIV/AIDS at state level and operationalises for monitoring, information sharing and programme development (UNICEF, UNESCO).	**Indicator 4.1.3a:** # of NAB meetings per year. ● Baseline: 2 ● Target: 5	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA *Source:* NAB Annual Report.
	Indicator 4.1.3b: # of CCM meetings per year. ● Baseline: 2 ● Target: 4	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA *Source:* CCM Annual Report.
	Indicator 4.1.3c: # of NAB Reports annually submitted to the Council of Ministers on implementation of AIDS Strategy and activities they plan for the future. ● Baseline: 0 ● Target: 1 per year.	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA. *Source:* CoM, MoCA.
	Indicator 4.1.3d: # of UNGASS on AIDS Reports submitted to the UN on implementation of the Declaration of Commitment on HIV/AIDS. ● Baseline: 1 Report produced and submitted. ● Target: 3 Reports produced and submitted.	*Responsible agency:* UN TG on AIDS, chairing UNTG Agency, MoCA. *Source:* UN TG Annual Report, NAB Annual Report.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
Output 4.1.4: Public health communication systems on crisis management and prevention including communicable diseases developed and functional at the level of relevant institutions (UNICEF, UNDP, WHO).	**Indicator 4.1.4a:** Inter-sectoral Working Group for Health Communication established and works in line with a newly adopted crisis-communication strategy. ● Baseline: None. ● Target: Yes.	*Responsible agency:* UNICEF *Source:* Working Group reports.
	Indicator 4.1.4b: # of joint inter-sectoral communications activities (meetings and campaigns) per year. ● Baseline: 2 ● Target: 2+1 per year.	*Responsible agency:* UNICEF *Source:* Project report.
	Indicator 4.1.4c Level & quality of communication in emergency situations (e.g. 112 Centres). ● Baseline: No integrated communication emergency system. ● Target: Yes.	*Responsible Agency:* UNDP *Source:* 112 Emergency Operational Centres.
	Indicator 4.1.4d: BIH integrated into global surveillance and response mechanisms defined by International Health Regulations 2005 (IHR 2005). ● Baseline: None. ● Target: All public health events of international concern reported through IHR Event Information Site.	*Responsible agency:* WHO *Source:* IHR Event Information Site.
Output 4.1.5: Communities have sufficient knowledge of community relevant disaster risks to develop resilience mechanisms (UNDP).	**Indicator 4.1.5a:** Level of communities' awareness and resilience to disasters. ● Baseline: Limited awareness and no culture of resilience. ● Target: At least 4 target communities aware of threats and know how to respond in case of a disaster.	*Responsible Agency:* UNDP *Source:* Project Progress Reports and Community Research Reports.
Output 4.1.6: BIH Council of Ministers has a functioning and effective coordination and advocacy mechanism for disaster risk reduction and management (UNDP).	**Indicator 4.1.6.a:** National Coordination Board for Disaster Management fully operational and serving as a response mechanism and advocate for disaster risk reduction and management. ● Baseline: Little or no cooperation between ministries on disaster issues. ● Target: Improved cooperation between ministries on disaster issues.	*Responsible agency:* UNDP *Source:* Coordination Body Meetings and Reports.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
CP 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 (UNDP, UNICEF).	*Indicator 4.2a*: Geneva Declaration on Armed Violence and Development ratified and implemented, and donor Forum for Community Policing established. ● Baseline: 1 Annual report developed by the National Team for Implementation of the Strategy and submitted to the Council of Ministers of BiH, and 1 Regional Conference on Geneva Declaration on Armed Violence held in BiH for SEE and Caucasus countries (UNDP SALW). ● Target: 4 Annual reports and 1 regional conference (UNDP SALW).	*Responsible agency:* UNDP *Source:* Project Document, Project progress reports, Annual Reports and Sarajevo Declaration on Armed Violence.	*Assumptions:* ● Sufficient financial and technical support available. ● Funds for Regional Conference secured. ● Sarajevo Declaration on Armed Violence ratified. ● Financial and technical support to the National Coordination Board for SALW Control provided by UNDP, SACBIH and donors. ● SALW Control initiatives implemented in line with the National Strategy. ● National Action Plan reviewed on annual basis. ● Revised National Strategy and Action Plan for SALW Control 2008-2012 endorsed by the CoM. ● The State Law on Arms and central registry adopted in 2009. ● IT provider to maintain and train the MoS staff Central Registry. ● MoS must maintain and update the equipment and software every 3 years.
	Indicator 4.2b: Mine Action Strategy implemented and annual progress reports regularly produced. ● Baseline: Mine Action Strategy 2004-2008. ● Target: Mine Action Strategy 2009-2019 implemented annual reports produces by BHMAC.	*Responsible agency:* MoCA, BHMAC *Source:* BHMAC annual reports and report on Mine Action Strategy revision in 2012.	
	Indicator 4.2c: National Strategy for SALW Control 2009-2012 implemented and annual progress against the strategy aims reported. ● Baseline: 2 Annual reports submitted to the Council of Ministers of BiH and 1 evaluation and revision of National Strategy and Action Plan. ● Target: 5 Additional annual reports and 1 revised national Strategy.	*Responsible agency:* UNDP *Source:* Annual reports National Strategy and Action Plan and the Report on Evaluation of the National Strategy.	

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
	Indicator 4.2d: Enhanced and harmonised mechanisms for arms control established and implemented through adoption and implementation of State Law on Arms. • Baseline: Draft Law developed. • Target: 1 State Law on Arms.	**Responsible Agency:** UNDP **Source:** State Law and report by the Working Group of the Council of Ministers.	**Risks:** • Lack of Government support and commitment. • Lack of funds and technical support to the National Team for Community Policing. • Political environment in BiH.
	Indicator 4.2.e: The centralised database on civilian possession and movement of weapons established in line with the EC Directives (91/477/EC) in order to strengthen the control of SALW in BiH. • Baseline: 0 • Target: 1 By-law on Central Registry and 1 Central registry System established.	**Responsible Agency:** UNDP **Source:** State Law and report by the Working Group of the Council of Ministers.	• Operational: Insufficient number of offers can cause a repeated Call for Quotations for the procurement of equipment, which requires additional time; lengthy and complex procurement procedures can cause delays. • Financial: Lack of donor support may result in delay of programme implementation.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
Output 4.2.1: BiH Council of Ministers adopts and relevant ministries implement mine action, small arms strategies and armed violence prevention programmes (UNDP, UNICEF).	**Indicator 4.2.1a:** National Strategy and Action Plan for SALW control implemented. • Baseline: 2 Annual reports. • Target: 5 Additional annual reports submitted to CoM.		*Responsible agency:* UNDP *Source:* Annual reports and national Strategy and Action Plan for SALW Control.
	Indicator 4.2.1b : # of MoE implementing MRE and SALW education through school curriculum. • Baseline: 0 • Target: MoE in at least 5 Cantons, MoE Republika Srpska and MoE Brcko District implement MRE and SALW education through school curriculum.		*Responsible agency:* UNICEF *Source:* Entity and Cantonal MOE.
	Indicator 4.2.1c: Methodology for Municipal Mine Risk Reduction planning is developed, and endorsed by BHMAC. • Baseline: None. • Target: Methodology fully developed by 2010.		*Responsible agency:* UNICEF Source: Project report, BHMAC.
	Indicator 4.2.1d: # of municipalities impacted by landmines developed and implemented mine risk reduction plans, based on Methodology for Municipal Mine Risk Reduction. • Baseline: Methodology developed; 0 municipal plans. • Target: 10 Municipal mine risk reduction plans implemented.		*Responsible agency:* UNICEF *Source:* Project reports. BHMAC.
	Indicator 4.2.1e: Support to MRE Sub-strategy revision in 2012. • Baseline: MRE Sub-strategy 2009 – 2019. • Target: MRE Sub-strategy revised.		*Responsible agency:* UNICEF *Source:* BHMAC.
	Indicator 4.2.1f: National strategy for Community Policing implemented. • Baseline: 10 Community policing projects implemented. • Target:: 60 Community policing project at community levels in line with the National Strategy.		*Responsible agency:* UNDP *Source:* Annual reports, Project progress reports.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
Output 4.2.2 Government at all levels develop models and implement plans, including communication strategies, for community and municipality based responses for small arms, armed violence prevention, mine risk reduction and child safety (UNDP, UNICEF).	**Indicator 4.2.2a:** National Team for Implementation of Community Policing Strategy established and strengthened to take over full ownership of the Community policing initiatives in BiH. ● Baseline: National Team established by the Council of Ministers. ● Target: National Team for Community Policing fully operational in line with EU standards.	*Responsible Agency:* UNDP *Source:* Project Progress Reports, Annual Reports to the Council of Ministers.
	Indicator 4.2.2b: Community Security Forums established and operational to monitor and evaluate implementation of the community policing projects. ● Baseline: 5 Community Security Forums established. ● Target: 30 Community Security Forums established and operational.	*Responsible Agency:* UNDP *Source:* Annual Project Reports and Annual SALW Impact Analysis.
	Indicator 4.2.2c: Human Security perception assessment conducted. ● Baseline: 0 ● Target: National Human Security Perception Survey conducted in selected municipalities.	*Responsible agency:* UNDP *Source:* Annual report to the Council of Ministers and Project progress reports.
	Indicator 4.2.2d: National Assessment of information gathering and analysis within law enforcement agencies in BiH. ● Baseline: 0 ● Target: 1 National Assessment of information analysis in law enforcement agencies in BiH.	*Responsible Agency:* UNDP *Source:* National Assessment Report and Project progress reports.
	Indicator4.2.2e: Crime levels at selected communities have decreased. ● Baseline: 0 ● Target: Crime levels in 5 selected municipalities decreased.	*Responsible Agency:* UNDP *Source:* Project progress Reports and SALW Impact Analysis.
	Indicator 4.2.2f: # of schools in selected locations have increased mine risk reduction knowledge and skills. ● Baseline: 70 Schools in communities highly impacted by landmines covered. ● Target: 100 Schools in highly affected communities have increased mine risk reduction knowledge and skills.	*Responsible agency:* UNICEF *Source:* Project reports, BHMAC.
	Indicator 4.2.2g: # of schools in selected locations have increased small arms risk reduction and violence prevention knowledge and skills. ● Baseline: None. ● Target: 30 Schools increase knowledge and skills on small arms risk reduction and violence prevention.	*Responsible agency:* UNICEF *Source:* Project reports, school records.

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
	Indicator 4.2.2h: Model for community based responses to small arms issues is developed within its programmatic framework on violence and child safety. ● Baseline: None. ● Target: Model developed by 2011.		*Responsible agency:* UNICEF *Source:* Project reports.
	Indicator 4.2.2i: Projects on community based responses to small arms, violence and child safety implemented in selected locations. ● Baseline: None. ● Target: 30 Selected locations.		*Responsible agency:* UNICEF *Source:* Project reports.
Output 4.2.3: Government at State and Entity levels develop and implement regulatory frameworks and systems for small arms and light weapons, and ammunition stockpile management (UNDP).	**Indicator 4.2.3a:** The number of illegal weapons in BiH decreased and civilian weapons surrender was promoted through weapons collection and awareness raising campaigns. ● Baseline: 1 Pilot weapons collection campaign implemented. ● Target: 1 National weapons collection and 1 national media campaign for SALW surrender.		*Responsible Agency:* UNDP *Source:* Project Progress and Activity reports, Media Monitoring reports.
	Indicator 4.2.3b: Law on Amnesty adopted and implemented. ● Baseline: 0 ● Target: 5 Localised laws on Amnesty implemented at State, Entity and Municipal levels.		*Responsible Agency:* UNDP *Source:* Project progress reports, Activity reports.
	Indicator: 4.2.3c: Industrial facilities for ammunition disposal upgraded in line with EU and NATO regulations; standards and time necessary for destruction of unstable and surplus ammunition/remnants of war decreased from 12 down to 3 years. ● Baseline: 1 ● Target: 4 Industrial facilities upgraded in line with EU and NATO standards.		*Responsible Agency:* UNDP *Source:* Project progress reports.
	Indicator 4.2.3d: Number of insecure storage sites and large levels of unstable ammunition reduced through ammunition destruction by 2011. ● Baseline: 1,200 tons of ammunition destroyed. ● Target: Up to 14,000 tons of ammunition destroyed by 2011.		*Responsible Agency:* UNDP *Source:* Project progress reports, MoD annual reports.
	Indicator 4.2.3e: Mechanism established to destroy surplus military stockpiles, police stockpiles and Operations Harvest. ● Baseline: 0 ● Target: Up to 60,000 SALW destroyed.		*Responsible Agency:* UNDP *Source:* Project progress reports, MoD annual reports.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
CP 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 (IOM, UNHCR, UNDP).	*Indicator 4.3a*: Migration Strategy adopted. • Baseline: None. • Target: Yes. *Indicator 4.3b*: Status of Migration Strategy implementation by BiH. • Baseline: Strategy not yet adopted. • Target: To be developed in cooperation with the BiH Government.	*Responsible agency:* IOM *Source:* EC Progress Reports on implementation of IBM in BiH.	*Assumptions:* • Government agencies will continue to adhere to the principle of non-refoulement. *Risks:* • Government disregards its international law obligations in favour of security or economic concerns.
	Indicator 4.3c: Continued respect for the principle of non-refoulement. • Baseline: 0 Cases of refoulement (based on available data). • Target: 0 Cases of refoulement.	*Responsible agency:* UNHCR *Source:* UNHCR Annual Protection Report.	
	Indicator 4.3d: Enhanced control mechanisms to prevent illicit trafficking in small arms and light weapons at a number of border crossings. • Baseline: 0 • Target: Detection equipment and training provided to a number of Border Crossings.	*Responsible agency:* UNDP *Source:* State Border Service, Ministry of Defence.	
Output 4.3.1: BiH Council of Ministers adopts, and Ministry of Security implements, a National Migration Strategy and a National Integrated Border Management Strategy and Action Plan that includes addressing the rights of illegal and irregular migrants, asylum seekers and victims of trafficking (IOM).	**Indicator 4.3.1a:** National Migration Strategy reviewed and implementation and coordination mechanism in place. • Baseline: None. • Target: Yes. **Indicator 4.3.1b: :** M&E system of IBM Strategy and Action Plans in place and monitoring reports regularly produced by State Commission for IBM. • Baseline: None. • Target: 4 Reports. **Indicator 4.3.1c:** # of workshops held for drafting/revising laws and bylaws in accordance with the objectives set out in IBM Strategy and Action Plans. • Baseline: 30 Workshops held. • Target: Additional 30 workshops held. **Indicator 4.3.1d :** Joint Analysis Centre established and operational, and all border management agencies (BMA) apply Common Risks Analysis (CRA). • Baseline: CRA manual adopted, JAC not established. • Target: JAC established and monthly reports/risk profiles produced.	*Responsible agency:* IOM *Source:* Project reports, governments reports, EC progress report. **Sources**: Reports from JAC, Common Risk Analysis Manual, Joint Actions from BMAs, project reports, governments reports, EC progress report.	

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
Output 4.3.2: Ministry of Security and Ministry of Human Rights and Refugees develop guidelines and Standard Operating Procedures to identify, protect and deal with irregular and illegal migrants, refugees, asylum seekers and victims of human trafficking to ensure compliance with the international human rights standards (IOM, UNHCR).	**Indicator 4.3.2a:** % of border authorities fully trained on identification of and proper procedures for persons in need of international protection. • Baseline: 25% of border authorities. • Target: 100% of border authorities trained.	*Responsible agency:* UNHCR *Source:* UNHCR Annual Protection Report.
	Indicator 4.3.2b: % of trafficking victims with asylum claims and stateless trafficking victims appropriately identified and supported. • Baseline: No data available. • Target: 100% of trafficking victims with asylum claims and stateless trafficking victims appropriately identified and supported**.**	*Responsible agency:* UNHCR *Source:* UNHCR Annual Protection Report.
	Indicator 4.3.2c: # of regulations, guidelines and Standard Operating Procedures (SOPs) developed to identify, protect and deal with irregular and illegal migrants, and victims of trafficking. • Baseline: None. • Target: Yes.	*Responsible agency:* IOM *Source:* State Coordinator for Irregular Migration and Counter Trafficking annual reports.
Output 4.3.3: Ministry of Security and Border Police put in place enhanced control mechanisms to prevent illicit trafficking in small arms and light weapons (UNDP).	**Indicator 4.3.3a:** Enhanced control of SALW trafficking at selected Border Crossings. • Baseline: 0 • Target: Detection equipment and training provided to Border Police.	*Responsible agency:* UNDP *Source:* Progress reports.

ANNEX B: Monitoring and Evaluation Matrix

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
CP Outcome 4.4: Security and law enforcement sector agencies integrate gender equality issues and mainstreams gender into its policies and protocols and takes action to protect women against violence (UNIFEM, UNFPA, UNDP).	*Indicator 4.4a* Women's level of satisfaction with security sector actors. ● Baseline: To be developed on basis of assessment. ● Target: To be developed on basis of assessment.	*Responsible agency:* UNIFEM *Source:* Assessment reports, Baseline Assessment in 2010 and Impact Assessment at the end of the UNDAF period.	*Assumptions:* ● Security Sector interest in cooperation with gender equality and women´s NGOs. ● Gender Equality integrated into policies and protocols. ● The Government develops emergency preparedness plans at all levels. *Risks:* ● Lack of appreciation of the role and the needs of women in emergency situations by the responsible officials. ● Gender Equality integrated but not implemented. ● Change in political and regional stability. ● Cooperation with gender equality NGOs not fully realised or used.
	Indicator 4.4.b: # of policies adequately addressing gender-based violence in emergency situations. ● Baseline: To be developed on basis of assessment. ● Target: To be developed on basis of assessment.	**Responsible agency:** UNFPA *Source:* Government documents.	
	Indicator 4.4c: % of women and men in security sector management positions, and in security forces. ● Baseline: To be developed on basis of assessment. ● Target: To be developed on basis of assessment.	**Responsible agency:** UNIFEM *Source:* Government documents.	
Output 4.4.1: Security Sector Ministries at State and Entity levels establish gender sensitive policies that mainstream and monitor gender equality (including gender trainings, Gender Equality Boards, gender sensitive recruitment policies and practices, and policies and protocols for responding to women's security needs) in armed forces and law enforcement sector (UNIFEM).	**Indicator 4.4.1a:** Level of institutionalization of gender training for security forces. ● Baseline: Training not institutionalized. ● Target: Training institutionalized. **Indicator 4.4.1b:** Level of institutionalization of policies and protocols for responding to women's security needs. ● Baseline: To be developed on basis of assessment. ● Target: Policies and protocols institutionalized.	*Responsible agency:* UNIFEM *Source:* Assessment reports, Baseline Assessment in 2010 and Impact Assessment at the end of the UNDAF period.	

Outcome	Indicator(s) and Baselines	Means of verification	Assumptions and Risks
4. HUMAN SECURITY			
Output 4.4.2: Entity Ministries of Justice and Interior, and police at local levels have improved knowledge & skills to put in place policies and protection systems and ensure their legal enforcement in response to gender-based violence, particularly sexual and domestic violence (UNFPA, UNDP).	**Indicator 4.4.2a: :** # of documents regulating women's rights and needs in emergency situations. • Baseline: To be established in year 1. • Target: All relevant documents by 2014.		*Responsible agency:* UNPFA, UNDP *Source:* Project reports and relevant government documents.

ANNEX C. M&E Calendar

<table>
<tr><th colspan="2"></th><th>1.1.1.1.1.1
2010</th><th>2011</th><th>2012</th><th>2013</th><th>2014</th></tr>
<tr>
<td rowspan="4">UNCT M&E activities</td>
<td>Surveys/
studies</td>
<td>
• NHDR (UNDP)
• KAP Survey on Social Inclusion (UNICEF)
• CRIA on water access (UNICEF)
</td>
<td>
• MICS4 (UNICEF)
• NHDR (UNDP)
• CRIA on selected policy (UNICEF)
• BIH Census (TBC)
</td>
<td>
• NHDR (UNDP)
• BiH report to the CRC Committee (UNICEF/MHRR)
• BiH Annual Report on State of HIV/AIDS (UNTG HIV/AIDS)
</td>
<td>
• NHDR (UNDP)
• BiH Annual Report on State of HIV/AIDS (UNTG HIV/AIDS)
</td>
<td>
• NHDR (UNDP)
• Public Health Survey (UNFPA)
• KAP Survey on Social Inclusion (UNICEF)
• BiH reports to MEA secretariats
• BiH State of the Environment Report
• BiH Annual Report on State of HIV/AIDS (UNTG HIV/AIDS)
</td>
</tr>
<tr>
<td>Monitoring systems</td>
<td>
• DevInfo (UNCT/DEP)
• EWS (UNDP)
• MIS (IOM)
</td>
<td>
• DevInfo (UNCT/DEP)
• EWS (UNDP)
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• DevInfo (UNCT/DEP)
• EWS (UNDP)
• MIS (IOM)
</td>
<td>
• DevInfo (UNCT/DEP)
• MIS (IOM)
• EIS (UNEP/UNDP/MOFTER)
• Public Health Institute database on gender-based violence (UNFPA)
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</tr>
<tr>
<td>Evaluations</td>
<td></td>
<td>
• External evaluation ofMDGF-YER joint programme
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<td>
• External evaluation of UNICEF's social protection programme
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<td>
• UNDAF evaluation (UNCT)
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<td></td>
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<tr>
<td>Reviews</td>
<td>
• UNDAF annual review (UNDAF Working Groups)
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<td>
• UNDAF annual/mid-term review (UNDAF Working Groups)
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<td>
• UNDAF annual review (UNDAF Working Groups)
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• UNDAF annual review (UNDAF Working Groups)
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• UNDAF annual review (UNDAF Working Groups)
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</table>

Planning references		1.1.1.1.1.1 2010	2011	2012	2013	2014
	UNDAF evaluation milestones	• Update UNDAF M&E matrix	• Update UNDAF M&E matrix	• Update UNDAF M&E matrix • UNDAF mid-term review	• Update UNDAF M&E matrix	• Update UNDAF M&E matrix • UNDAF final review / evaluation
	M&E capacity development	• Support to DEP to establish and operationalise DevInfo (UNICEF, RC Office) • Support to Statistical Agency and Entity Statistical Institutes to prepare for Census (UNDP/UNFPA). • Support to MoFTER to establish and operationalise EIS (UNEP/UNDP) • Support to Gov. to operationalise MIS (IOM)				
	Use of information	• RC annual report • UNTG HIV/AIDS annual report • MDGF annual report	• RC annual report • UNTG HIV/AIDS annual report • MDGF annual report	• RC annual report • UNTG HIV/AIDS annual report • MDGF annual report	• RC annual report • UNTG HIV/AIDS annual report • MDGF annual report	• RC annual report • UNTG HIV/AIDS annual report • MDGF annual report
	Partner Activities	• DEP report on CDS and SIS • EC BiH progress report • NAB HIV/AIDS annual report • BHMAC reports on Mine Action and SALW	• DEP report on CDS and SIS • EC BiH progress report • NAB HIV/AIDS annual report • BHMAC reports on Mine Action and SALW	• DEP report on CDS and SIS • EC BiH progress report • NAB HIV/AIDS annual report • BHMAC reports on Mine Action and SALW • World Bank CPS	• DEP report on CDS and SIS • EC BiH progress report • NAB HIV/AIDS annual report • BHMAC reports on Mine Action and SALW	• DEP report on CDS and SIS • EC BiH progress report • NAB HIV/AIDS annual report • BHMAC reports on Mine Action and SALW

ANNEX D: UNDAF SC and WG ToR

Terms of Reference of the UNDAF Steering Committee and Working Groups in Bosnia and Herzegovina

1. Background and Purpose

The UNDAF was launched in 1997 as an integral and important part of the UN Secretary General's plan for reform of the organisation. The main aim of the UNDAF is to ensure complementary of activities by resident and non-resident UN Agencies at the country level around key national development priorities identified in order to optimise the technical and financial resources available to the UN system.

After extensive consultations with State and Entity Government, international partners, and CSOs the UNDAF identified four key Outcomes that will guide UNCT support for BiH Government implementation of the national development priorities and achievement of relevant MDGs in the period 2010-2014, including the interventions of several UN non-resident Agencies.

The UNDAF Outcomes are:

> a) By 2014, Government with participation of civil society implements practices for more transparent and accountable governance and meets the requirements of the EU Accession process.
> b) By 2014, Government develops and implements policies and practices to ensure inclusive and quality health, education, social protection and employment services.
> c) By the end of 2014, Government meets the requirements of the 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 to mitigate environmental threats.
> d) By 2014, Government adopts regulatory and institutional frameworks to address human security challenges, including threats posed by communicable diseases, landmines and small arms and light weapons, and also addresses issues of migration and women, peace and security.

An UNDAF Steering Committee will be established to monitor and coordinate UNDAF implementation.

In addition there shall be established a Working Group for each of the UNDAF Outcomes. The overall objective of the WGs is to coordinate the activities and pool knowledge of the UN system in support of the UNCT development and implementation of UNDAF. The UNDAF Working Groups are expected to develop shared strategic approaches toward the achievement of the relevant UNDAF Outcome and support monitoring and evaluation (M&E) of the progress toward achieving the Outcome.

2. The UNDAF Steering Committee (SC)

2.1. Objective of the SC

The SC is responsible for the overall monitoring and evaluation of the UNDAF, both in operational and substantive terms.

The SC shall be responsible for formation, management and support to UNDAF Outcome groups to ensure that they remain focused on implementing their components of the CCA/UNDAF work plan.

The SC shall endorse the Terms of Reference of the Theme Groups and UNDAF Outcome Groups. Staff from non-resident agencies and specialised agencies must be invited and encouraged to participate in these groups.

The SC shall provide guidance, advice and decisions for implementation of activities by the WG.

The SC shall make the final decision on proposals submitted by the WG, including approval of the budget of presented activities and Joint Programmes, as well as on ad hoc issues that may arise related to UNDAF implementation.

The SC shall discuss and evaluate performance of the WG.

2.2. Membership of the SC

During the UNDAF implementation period, the UNCT will serve as the SC.

2.3. Chair and Secretariat of the SC

The SC meeting will be chaired by the Resident Coordinator (RC). If the RC is unable to attend, the meeting will be chaired by a person designated by the RC.

The RC office will be the secretariat of the SC.

2.4. Meetings of the SC

The SC shall have meetings on a quarterly basis.

ANNEX D: UNDAF SC and WG ToR

3. The UNDAF Working Groups (WG)

3.1. Responsibilities and Tasks

The WGs will operate and prioritize according to the strategic objectives identified in the UNDAF document. They will provide technical support to the UNCT and ensure that adequate inter-agency coordination, related to their respective UNDAF outcome areas/ thematic areas, is established and make proposals for implementation to the UNCT for decision.

There shall be involvement of each member agency at each stage of the following activities:

- Development and refining of the UNDAF results framework and matrix (UNDAF outcomes, country programme outcomes and outputs), including the M&E framework according to the CCA/UNDAF guidelines in line with the Government national policies and priorities;
- Development of an annual work plan to benchmark the activities of the WGs. The work plan will give the full pictures of activities, which will be carried out by the group, topics to be addressed, resources needed, timeframe and deadlines;
- Monitoring and reporting on a quarterly basis to the Steering Committee on progress and constraints in the achievement of each UNDAF outcome;
- Dissemination of lessons or good practice in their respective UNDAF Outcomes;
- Identification of capacity development needs among partners, including those related to implementation of the UNDAF M&E Plan;
- Preparation of synthesis reports of the Agency-specific and Joint programme progress reports for submission to the UNDAF Annual Review Meeting;
- Full participation in the mid-term reviews and final evaluation of the effectiveness of the UNDAF as a contribution to the national development framework; and,
- Ensure the mainstreaming of cross-cutting themes, including gender and youth, into the design and implementation of joint UN programmes in the country; and,
- Provide support for the UNDAF annual reviews, reports and evaluations.

3.2. Membership of the WG

The membership of the WG includes all relevant UN system agencies in BiH and will be endorsed by the SC at the beginning of each year.

- The UN agencies will nominate agency focal points to represent the agency in the WG. There will be at least one focal person from each relevant agency represented in the WG;
- The focal points will represente the organisation and not be participating in his/her individual capacity. The focal points should therefore be fully knowledgeable about their agency perspective when attending a WG meeting;
- The focal point will be proactively involved in the functioning of the group and its activities/actions/decisions;
- The focal points will be responsible for briefing their organisation on the WG status, recommendations and decisions, etc, and to ensure that the senior management from their respective agencies are kept fully informed. They should ensure that

appropriate information mechanisms are established to facilitate these flows of information;
- Each UN Agency will facilitate their representative/focal point by providing the necessary time and support in order for her/him to fully participate in this forum and to follow up on its decisions and recommendations;
- Each UN Agency will ensure representation in all meetings. If the focal point is unable to attend then the Head of Agency should ensure that a suitable replacement represents the organisation; and,
- Relevant Government representatives will be expected to participate in the work of the WG.

The membership will also include a M&E Officer (RC Office). The M&E Officer will participate in the work of WG by providing technical support for the M&E activities of the WG.

3.3. Chair, Co-Chair and Secretariat

The responsibility of chairing and co-chairing of the WG will be reviewed by the UNCT at the beginning of the year.

The Chair and Co-chair of each WG will be jointly responsible for the overall performance of the WG and will be held accountable for achieving all planned outputs. The Chair and Co-chair will be guiding the group and ensure that the group fulfils its mandate through adequate consultation and participation by all UN agency members. The specific responsibilities will include:

- Moderate and facilitate the activities of WG. They will be responsible for the overall functioning and performance of the WG as per its agreed objective, responsibilities and work processes, and will be held accountable for achieving all planned outputs;
- Provide leadership in the development of the annual work-plans and present for endorsement to the SC at the beginning of each year;
- Ensure that the work of the group is consistently and accurately shared with the UNCT and that matters requiring the decision, action or attention of the UNCT are taken up promptly;
- Ensure adequate consultations and discussions with relevant government departments and development partners, and when required, ensure their participation in the work of the WGs; and,
- Report to the SC on the quarterly basis on the progress of the UNDAF implementation and prepare annual presentations on the status of the WGs to the UNCT during scheduled UNCT retreats.

The Chair will represent the lead agency and will take on the additional responsibility for providing secretariat for the WG. If the Chair is unable to attend a meeting, or otherwise prevented from fulfilling the above obligations, all responsibility is delegated to the Co-Chair. The Chair will attend all meetings as the SC representative. The Chair will bring forward to the SC any relevant issues and concerns that may arise.

The WG Secretariat shall be responsible for:
- Logistical arrangements required to facilitate the group meetings including the preparation of the group's agenda, the minutes, sharing information on behalf of the Co-Chairs, distribution of documents etc;

ANNEX D: UNDAF SC and WG ToR

- Assistance to the Co-Chairs in following-up on group actions and decisions, and in communicating important milestones.

The performance of the Chair and Co-chair, as well as the entire WG, will be reviewed by the UNCT periodically.

Changes and adjustments will be made by the UNRC if required, based on feedback from the UNCT.

The RC Office will be responsible for:
- Developing and maintaining coordination and integration across the WGs. This will be facilitated by the RC Office representation in each WG;
- Providing M&E technical assistance to the WGs and ensure compliance with the RBM and relevant global, regional and country level guidelines;
- Technical support to mainstream cross cutting themes such as Human Rights, Gender and Youth into the UN Joint Programmes;
- Consolidated annual work reporting including progress on UNDAF implementation to the UN Development Operations Coordination Office; and,
- Involvement of Non-Resident Agencies in key country level planning processes.

3.4. Work Process

- The WGs shall hold quarterly meetings or as deemed necessary by the Chair in order to bring forward the proposed agenda. A quorum consists of 50 percent of the membership. Every six months the Working Groups shall have a larger meeting with external and internal UNDAF partners;
- For ad hoc issues requiring urgent attention the WG may conduct its business electronically;
- The UNCT may recommend changes to the structure and/or work processes of a WG if and when they deem it necessary for the improved progress of the group; and,
- Each WG will identify and request additional technical support it requires from the RC office (e.g., Strategic Planning, M&E) as well as from other WGs (e.g., Gender and Youth WGs to assist in the mainstreaming cross-cutting issues in their work).

3.5. UNDAF WG in Bosnia and Herzegovina

The following UNDAF WGs have been identified:

UNDAF WG	Chair	Co-chair	Secretariat
Democratic Governance	UNDP	UNHCR	UNDP
Social Inclusion – Policies	UNICEF	UNDP	UNICEF
Environment	UNDP	UNV	UNDP
Human Security	UNDP	UNICEF	UNDP

The Gender Theme Group will stay in its present form, but will work closely and cross-cut with the diffe rent UNDAF Working Groups.

4. Evaluation and reviews

The following reviews shall be held on the UNDAF process:

- Annual joint UNDAF Review
- Mid-Term Review at the end of 2012

In addition, an evaluation shall be held toward the end of the UNDAF period, in 2014, so as to take stock of achievements and highlight needs and lessons, gained through experience. This will enable stakeholders to draw on such lessons.

United Nations Country Team
in Bosnia and Herzegovina

UNITED NATIONS
DEVELOPMENT
ASSISTANCE
FRAMEWORK

2010-2014