
**Bosnia & Herzegovina and the United Nations
Sustainable Development Cooperation Framework
2021-2025**

A Partnership for Sustainable Development

Working Draft

-- Not for distribution --

11 February 2020

Declaration of commitment

The Authorities of Bosnia and Herzegovina (BiH) and the United Nations (UN) are committed to working together to achieve BiH priorities. These are expressed by:

- » The 2030 Agenda for Sustainable Development and selected Sustainable Development Goals (SDGs) and targets¹ as expressed in the emerging *SDG Framework in BiH and domesticated SDG targets*²;
- » Future accession to the European Union, as expressed in the Action Plan for implementation of priorities from the European Commission Opinion and Analytical Report³;
- » The Joint Socio-Economic Reforms ('Reform Agenda'), 2019-2022⁴; and
- » The human rights commitments of BiH and other agreed international and regional development goals and treaty obligations⁵.

This Sustainable Development Cooperation Framework (CF) will guide the work of BiH authorities and the UN system until 2025. This framework builds on the successes of our past cooperation and it represents a joint commitment to work in close partnership for result that will help all people in BiH to live longer, healthier and more prosperous and secure lives.

In signing hereafter, the cooperating partners endorse this Cooperation Framework and underscore their joint commitments toward the achievement of its results.

Council of Ministers of Bosnia and Herzegovina	United Nations Country Team
Chairman	Ms. Sezin Sinanoglu United Nations Resident Coordinator

¹ See: <https://sustainabledevelopment.un.org/post2015/transformingourworld>, <http://unstats.un.org/sdgs/indicators/indicators-list/>

² Sustainable Development Goals Framework in BiH (**SDG Framework**), Working Draft, June 2019;

³ Action Plan for implementation of priorities from the European Commission Analytical Report and Opinion on Bosnia and Herzegovina's application for membership of the European Union EU, 29 May 2019. For the purposes of the CF, it is an assumption that the main lines of work in the Action Plan will continue beyond 2020.

⁴ Joint Socio-Economic Reforms (**Reform Agenda**) for the Period 2019-2022, BiH authorities, October 2019. It is important to note that the Reform Agenda was signed by the Entity level authorities only. State endorsement is pending. The priorities align strongly with the recommendations from the EU opinion and the priorities from the emerging SDG Framework in BiH.

⁵ In line with accepted recommendations and decisions of human rights mechanisms Universal Human Rights Index, recommendations addressed to BiH <https://uhri.ohchr.org/en/Summary/Country>

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Signatures

In witness thereof, the undersigned⁶, being duly authorized, have signed this Bosnia and Herzegovina and United Nations Sustainable Development Cooperation Framework for the period 2021-2025 on <day, month> 2020 in Sarajevo, underscoring their joint commitment to its priorities and cooperation results.

UN Agency	Signature
++	

⁶ UN system agencies in alphabetical order.

Executive Summary

[To be developed for final draft]

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Acronyms and Abbreviations

United Nations System Agencies

FAO	Food and Agriculture Organization	UN-Habitat	United Nations Human Settlements Programme
ILO	International Labour Organization	UNHCR	United Nations High Commissioner for Refugees
IMF	International Monetary Fund	UNIC	United Nations Information Centre
IOM	International Organization for Migration	UNICEF	United Nations Children's Fund
OHCHR	Office of the High Commissioner for Human Rights	UNIDO	United Nations Industrial Development Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS	UNODC	United Nations Office on Drugs and Crime
UNCT	United Nations Country Team	UNRC	United Nations Resident Coordinator
UNDG	United Nations Development Group	UNV	United Nations Volunteers
UNDP	United Nations Development Programme	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNEP	United Nations Environment Programme	WB (IBRD)	World Bank
UNDRR	United Nations Office for Disaster Risk Reduction	WHO	World Health Organization
UNESCO	United Nations Educational, Scientific and Cultural Organization	WTO	World Trade Organisation
UNECE	United Nations Economic Commission for Europe		
UNFPA	United Nations Population Fund		

Other

ALMP	Active labour market policy/programme	M&E	Monitoring & evaluation
CCA	Common Country Assessment	IFI	International Financial Institutions
CF	Sustainable Development Cooperation Framework	MEA	Multilateral environmental agreement
CO ₂	Carbon dioxide (Greenhouse gas)	MTEF	Medium-term expenditure framework
CSO	Civil society organisation	NCD	Non-communicable disease
DRR	Disaster risk reduction	RBM	Results Based Management
EBRD	European Bank for Reconstruction and Development	RG	CF Outcome Results Groups
ECD/ECE	Early childhood development/ education	SALW	Small arms and light weapons
FDI	Foreign Direct Investment	SC	CF Steering Committee
GDP	Gross Domestic Product	SDGs	Sustainable Development Goals
GEF	Global Environment Facility	SMEs	Small and medium enterprises
GEWE	Gender equality and women's empowerment	SOE	State-owned enterprise
GhG	Greenhouse Gases	TVET	Technical and vocational education and training
HDI	Human Development Index	UNFCCC	UN Framework Convention on Climate Change
JWP	Joint work plan (<i>for outcomes in CF</i>)	UPR	Universal periodic review
		VR	Voluntary review of progress toward the SDGs

1. Introduction

1.1 Purpose of the Cooperation Framework

1. The Sustainable Development Cooperation Framework (CF) between Authorities in Bosnia & Herzegovina (BiH) and the United Nations (UN) system is a partnership for achieving results for all people in BiH. The CF is based upon, and contributes to the achievement of BiH priorities, expressed by:
 - » The 2030 Agenda for Sustainable Development and selected Sustainable Development Goals (SDGs) and targets⁷ as expressed in the emerging *SDG Framework in BiH and domesticated SDG targets*⁸;
 - » Future accession to the European Union, as expressed in the Action Plan for implementation of priorities from the European Commission Opinion and Analytical Report⁹;
 - » The Joint Socio-Economic Reforms ('Reform Agenda'), 2019-2022¹⁰; and
 - » The human rights commitments of BiH and other agreed international and regional development goals and treaty obligations¹¹.
2. The CF builds-upon the extensive consultations about the 2030 Agenda for Sustainable Development and the SDGs in BiH that were initiated in April 2017 and further expanded in May 2018 and June 2019, involving altogether over 800 people, including representatives of BiH authorities, civil society groups, the private sector, and academia. These consultations catalyzed the preparation of the BiH Voluntary Review of progress towards SDG achievement and the draft SDG Framework in BiH, and they informed the UN system's Common Country Analysis, a main analytical resource for the CF. These reports highlight the major gaps and challenges for achieving the 2030 Agenda, to which the priorities and outcomes of the CF respond¹².
3. The CF joins the support of the UN system into a more effective whole. It provides a platform for coordinated policy advice and advocacy and stronger delivery of results in cooperation with BiH authorities, civil society, and communities. These results will support the ongoing transformation of the BiH economy and society toward sustainable economic growth, the creation of decent jobs, modernized governance and service delivery, and inclusive prosperity with renewed efforts to give young women and men, as well as vulnerable groups¹³, reasons to stay and to create a more prosperous future for Bosnia and Herzegovina¹⁴.
4. BiH authorities and the UN system have mutual accountability for the achievement of planned CF results. Based on their comparative advantages, UN system agencies will contribute policy advice, in accordance with international norms, standards, and best practices, and they will help to develop new capacities at all levels of government in BiH for the implementation and monitoring of BiH strategies, policies and plans. Emphasis is placed on those strategies, policies and plans that align strongly with the SDGs and targets as set forth in the emerging SDGs Framework in BiH. Indicators for CF results are aligned with the domesticated SDGs targets

⁷ See: <https://sustainabledevelopment.un.org/post2015/transformingourworld>, <http://unstats.un.org/sdgs/indicators/indicators-list/>

⁸ Sustainable Development Goals Framework in BiH (**SDG Framework**), Working Draft, June 2019.

⁹ Action Plan for implementation of priorities from the European Commission (**AP-EC**) Analytical Report and Opinion on Bosnia and Herzegovina's application for membership of the European Union EU, 29 May 2019. For the purposes of the CF, it is an assumption that the main lines of work in the Action Plan will continue beyond 2020.

¹⁰ Joint Socio-Economic Reforms ('**Reform Agenda**') for the period 2019-2022, BiH authorities, October 2019. **It is important to note that the Reform Agenda was signed by the Entity level authorities only. State endorsement is pending.** The Reform Agenda priorities align strongly with the recommendations from the EU opinion and the priorities from the emerging SDG Framework in BiH.

¹¹ In line with accepted recommendations and decisions of human rights mechanisms Universal Human Rights Index, recommendations addressed to BiH <https://uhri.ohchr.org/en/Summary/Country>

¹² (1) The BiH Voluntary Review (VR), April 2019; (2) Sustainable Development Goals Framework in BiH (**SDG Framework**), Working Draft, June 2019; (3) UN Common Country Analysis for BiH (**CCA**), UN, 2019 (draft).

¹³ **Vulnerable groups:** Households below the BiH poverty line (17% 2015), and those headed by women and younger people, victims of domestic violence and war-time victims of rape, disadvantaged children and young people, people with disabilities, unemployed persons, the Roma, LGBTI, migrants, internally displaced persons (IDPs), minority returnees, refugees and asylum seekers, persons at risk of statelessness, victims of human trafficking, and groups of people at risk from climate change and natural disasters. There are other vulnerable groups in BiH that are not the primary focus of UN system cooperation: Elderly isolated persons, alcohol and drug addicts, prisoners and former prisoners, persons living with HIV and AIDS.

¹⁴ '...stem the persisting brain drain and allow youth and women to unleash their full potential' Reform Agenda, *ibid.*, 1.'

and indicators. This helps to demonstrate a clear theory of change between the cooperation efforts by BiH authorities and the UN system and sustainable development results for all people in BiH.

5. Other development actors are critical for the success of this CF. Given its focus on **vulnerable groups** and ensuring these groups are not left behind, CF results will be achieved in close collaboration with civil society groups, including non-governmental organizations (NGOs), community groups, academia, media and the private sector. This will increase participation of these stakeholders and groups in decision-making, leading to more informed and sustainable policies, and more effective and accountable public institutions.
6. This framework builds-upon the successes of previous cooperation between BiH authorities and the UN system, including major lessons and recommendations from its evaluation¹⁵. It describes how the partners will work together to deliver results, including jointly managed coordination and implementation arrangements and effective progress monitoring and reporting.

1.2 Structure of the Cooperation Framework

7. The Cooperation Framework (CF) contains six parts. Following this introduction:
 - » Part 2 offers a summary of the BiH development context, and trends and challenges that will influence the achievement of the 2030 Agenda and SDGs,
 - » Part 3 describes the CF priorities and outcomes and how these will contribute to BiH priorities and related SDGs. It also describes how BiH authorities and the UN system will work to ensure the sustainability of expected CF results,
 - » Part 4 describes the overall governance of the CF, including the mechanisms and processes for steering and, review, and adjustment, and
 - » Part 5 outlines the arrangements for monitoring, reporting and evaluation of the CF, based on the results matrix.
8. The full CF results matrix is provided in **Annex A**. The standard legal annex for cooperation is presented in **Annex B**.

2. Progress toward the 2030 Agenda

2.1 Context

9. Bosnia and Herzegovina (BiH) is an upper middle-income country of around 3.5 million people. Accession to the European Union (EU) is an over-arching priority. Over two decades after the signing of the Dayton Peace Agreement (DPA)¹⁶, with its complex and fragmented governance and power-sharing arrangements, progress toward accession is constrained by limited reform progress, characterized by: frequent institutional deadlocks, political instability, lack of social cohesion¹⁷ and trust, and slow legislative

¹⁵ T. Novovic and D. Babic, 2015-2020 United Nations Development Assistance Framework for Bosnia and Herzegovina: Final **UNDAF Evaluation**, May 2019. Major recommendations addressed by the new CF: Fewer, more focused outcomes; Intensification of

normative work to bring international standards more fully into programming; Mainstreaming of gender-specific strategies, results (outputs) and indicators across all outcomes; Increased focus on young people and migrants; Expanded partnerships at local levels with CSOs and community groups; and Strengthened function of the Joint Steering Committee in terms of mutual oversight, commitment and accountability.

¹⁶ The General Framework Agreement for Peace in Bosnia and Herzegovina- Initialled in Dayton on 21 November 1995 and signed in Paris on 14 December 1995, <https://www.osce.org/bih/126173?download=true>

¹⁷ For this CF, social cohesion is understood as the willingness of members of a society to cooperate with each other in order to survive and prosper.

processes. Aside from a broad consensus for joining the EU¹⁸, a shared vision for the country has been difficult to achieve¹⁹.

10. Administratively, BiH is comprised of two Entities: the Federation of BiH (FBiH) and Republika Srpska (RS), the Brčko District of BiH, and 10 cantons within the FBiH. Overall, BiH has 14 constitutions and legal systems and more than 150 ministries. While responding to local accountability and representational concerns, this has had the effect of reducing the effectiveness of policy coherence and the delivery of effective public services.
11. Real GDP growth was 3% in 2018, relatively constant from 2015. It is expected to increase to 3.3% by 2023 on the back of strong private consumption, public investment, and import demand from the EU²⁰. Despite these strengths, per-capita GDP levels in BiH are projected to be less than 15% of EU averages in 2024²¹. Of critical importance, the population in BiH is shrinking and ageing. Out-migration is an urgent challenge, representing a loss of young people and skilled workers upon which future sustainable development will depend: 2 million BiH citizens are currently working or residing abroad²²—the highest share in the Western Balkans²³ and projections suggest the population could decline below 2.3 million by 2100²⁴.
12. Economic inequalities are prominent. The Gini coefficient was 33 in 2017²⁵. The poverty rate in 2015 was 17%, a 1-point reduction from 2011: Today over 170,000 households and half a million people in BiH are living below the BiH poverty line²⁶. Unemployment rates have fallen in recent years to below 20% but with a large informal labour market, migration, and non-participation only about one third of the working-age population, and one quarter of working-age women are employed²⁷. Unemployment amongst young people (15-24) is much higher at 47% and 51% for women in 2018, but down from rates over 60% from 2012 to 2015²⁸.
13. Gender discrimination, a gender divide in the labour market and occupational segregation, and gender-based violence remain critical concerns²⁹. For example, the shortfall in women's share of income is over 50% in BiH, the highest in Western Balkans. In addition, substantial improvements are needed to address judicial independence and the protection of fundamental rights, particularly for women and vulnerable groups.
14. BiH is undergoing a long-term, complex and extremely challenging transition from a post-conflict society toward the path of EU membership. This is reflected in the ongoing struggle to find a common vision for the future of the country, including internal governing arrangements, and to generate stronger social cohesion.

¹⁸ The EU Stabilisation and Association Agreement (SAA) and candidacy for EU accessions as agreed in 2015. BiH submitted its application for EU membership in 2016.

¹⁹ In its recent opinion on EU accession the EC notes the need for greater compliance with the Copenhagen political criteria requiring the stability of institutions and guarantees for democracy and the rule of law. EC, [Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union](#), Brussels, 29 May 2019, 14.

²⁰ World Bank, <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=BA>; EIU, Country Report for Bosnia Herzegovina, Sept 2019.

²¹ SDG Framework in BiH, *ibid.*, 12.

²² BiH Ministry of Security, Migration Profile of BiH, 2018.

²³ For more information on the methodology underpinning the UNDESA figures, see *Trends in International Migrant Stock: The 2017 Revision*.

²⁴ UNDESA population projections in SDG Framework in BiH., *ibid.*, 7.

²⁵ UNDP, HD data explorer <http://hdr.undp.org/en/countries/profiles/BIH>. The Gini score of 32.7 is higher than in Serbia (28.5) and Albania (29.0), similar to Montenegro (31.9), and lower than in Macedonia (35.6).

²⁶ T. Novovic and D. Babic, 2015-2020 United Nations Development Assistance Framework for Bosnia and Herzegovina:

Final **UNDAF Evaluation**, May 2019. 16. Data from Directorate for Economic Planning. See: <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=BA>. Poverty was higher among older population (65+) and children (age 0-14 years), as their respective poverty rates were 19.6% and 18.7%. Poverty rates were higher among households with unemployed head of household. Poverty rates are higher for rural areas (20.5%) than for urban (11.3%)

²⁷ SDG Framework in BiH., *ibid.* 13.

²⁸ World Bank, using ILO modelled estimates. <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=BA>

²⁹ UN Women, Gender Brief-Bosnia and Herzegovina, October 2019 (DRAFT); UNDAF Evaluation, *ibid.*, 17; SDG Framework in BiH., *ibid.* 17-18.

2.2 Vision for sustainable development

15. While BiH has yet to adopt a country-wide vision for sustainable development, strategic priorities are expressed by: (1) the SDGs and domesticated SDG targets, offered in the draft SDG Framework in BiH; (2) priorities associated with the process of the EU integration process as expressed in the European Commission Opinion and Analytical report of 2019³⁰; (3) the related Joint Socio-Economic Reform for the period 2019-2022³¹ ('Reform Agenda') that responds to the European Commission Opinion; and (4) the human rights commitments of BiH and other agreed international and regional development goals and treaty obligations. The Reform Agenda together with a detailed Action Plan of measures, call for a rapid shift of the public sector from driver to regulator and catalyst of economic growth, in partnership with the private sector, and reforms to drive more cost-effective investment in people to improve their standard of living. A main focus of the Action Plan is to address key constraints identified by the EU with regard to the Copenhagen criteria for stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities³².
16. In 2018, with support of the UN, BiH authorities initiated a country-wide process involving extensive consultations to roll-out the global 2030 Agenda for Sustainable Development and to localize the SDGs and targets. A first BiH Voluntary Review was presented at the High-Level Political Forum in New York in 2019 and a working group representing all BiH authorities has produced a *draft* SDG Framework for BiH³³. There are strong, complementary linkages between the pathways for achievement of domesticated SDG targets for BiH, the priority actions for EU candidacy, and regional frameworks, including the Western Balkans Action Plan³⁴. The SDGs represent an important peace-building agenda as they address the drivers and root causes of instability and conflict. Together, these frameworks represent the critical, complementary guiding frameworks for cooperation between BiH authorities, the UN system and other collaborating partners for country-wide and local-level planning, implementation and monitoring for SDG achievement.

2.3 Progress toward the SDGs

17. The [human development index \(HDI\)](#) value for BiH in 2018 was 0.769— placing the country in the high human development category and 75th out of 189 countries and territories³⁵. When discounted for inequality, the HDI falls to 0.658, a loss of 14% due to inequality in the HDI variables. BiH has a gender inequality index (GII) value of 0.162, ranking it 38 out of 162 countries in 2018. This reflects impressive gains in life expectancy and reduced maternal mortality. Lagging indicators for BiH are access to secondary education, political representation, and low female participation and gender pay gap in the labour market.
18. The HDI provides average measures of human well-being. It does not provide an understanding of vulnerability and social exclusion. The DPA created a complex ethnic-based and highly politicised administrative system that has enabled **discriminatory provisions** against minorities and non-constituent citizens. As highlighted in the EC Opinion, these constitutional and institutional arrangements block progress where it is urgently required and contribute to the violation of human rights.
19. The [2019 Sustainable Development Report](#) provides a globally comparable index and dashboards for monitoring SDG achievement with country data. For 2019, [BiH](#) has an overall index score of 69, suggesting it is 69% or over two-thirds of the way towards SDG achievement. Its rank is 69 out of 162 countries. The

³⁰ EC, [Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union](#), Brussels, 29 May 2019

³¹ Joint Socio-Economic Reforms (**Reform Agenda**) for the Period 2019-2022, BiH authorities, October 2019.

³² EC Opinion, *ibid.*, 13.

³³ Sustainable Development Goals Framework in BiH, June 2019 (DRAFT).

³⁴ UN system-wide commitment to strengthen its support for trust-building and dialogue in the region, as agreed by UN leadership in 2019

³⁵ UNDP, Human Development Indicators: [Bosnia and Herzegovina, 2019](#). Between 2000 and 2018, Bosnia and Herzegovina's HDI value increased by 15%. The BiH HDI of 0.769 is above the average of 0.75 for countries in the high human development group and below the average of 0.779 for countries in Europe and Central Asia.. Discounted for inequality, the HDI falls to 0.658, a loss of 14% due to inequality in the distribution of the HDI dimension indices. This is below the average loss due to inequality for high HDI countries of 18% but higher than the average for Europe and Central Asia at 12%.

SDG dashboard indicates **2 SDGs** as having *major* challenges that should be prioritized for early action. These are: 13. Climate Action, and 14. Life below water. There are further 6 indicators where trends are assessed as ‘*stagnating*’: 5. Gender equality, 8. Decent work and economic growth, 9. Industry, innovation and infrastructure, 15. Life on land, and 16. Peace justice and strong institutions³⁶. Achieving the SDGs will require significant financing that can only be generated by engaging the private sector and international financial institutions.

20. In this context the BiH-UN system cooperation will necessarily place emphasis on high level technical and policy advice to strengthen country capacities, systems, and procedures so that BiH authorities can strengthen services, in line with international standards and reach-out to vulnerable groups. The concept of ‘leave no one behind’ is aimed at eliminating the multidimensional causes of poverty, inequality and discrimination, and reducing the intersecting and multiple vulnerabilities.
21. Pressing concerns are the entrenched patriarchal attitudes and deeply rooted stereotypes about the roles and responsibilities of men and women within the family and in society. Gender-based exclusion exists at many different levels Traditional gender roles are still widespread in BiH and are reflected in indicators ranging from education and labor-force participation to the composition of the parliaments in BiH.

2.4 Gaps and challenges

22. The CF builds-upon the extensive consultations about the 2030 Agenda for Sustainable Development and the SDGs in BiH that were initiated in April 2017 and further expanded in May 2018 and June 2019. These involved over 800 people, including representatives of BiH authorities, civil society groups, the private sector, and academia. The consultations catalyzed the preparation of the BiH Voluntary Review of progress towards SDG achievement and the draft SDG Framework in BiH, and they informed the UN system’s Common Country Analysis, a main analytical resource for the CF. These reports highlight the major gaps and challenges for achieving the 2030 Agenda, to which the priorities and outcomes of the CF respond³⁷. These concern³⁸:
23. **Democratic governance and peace:** More coherent and transparent governance institutions are needed that are free from corruption. These are essential for greater transparency and more effective administration of the complex governance system in BiH and to make progress toward social cohesion and a joint vision for the country. Country-wide, accession to the EU is seen as providing the momentum to strengthen effective institutions and foster better governance, peace and the rule of law.
24. **Education:** Improved access to and quality of education is seen as critical to future, sustainable development. Major concerns include: ongoing ethnic segregation in education systems including access to education for marginalized groups, the lack of quality, affordable early childhood education, enhanced quality of learning and student learning performance, more opportunities for vocational education and skills development, and improving knowledge about sustainable development and natural resources management. There are no mechanisms to systematically monitor and measure the effectiveness of education spending and learning outcomes to support the policy-making process
25. **Health and wellness:** Accelerated and more inclusive economic growth will depend on a healthy, fit population³⁹. Universal immunization coverage of children 18-29 months old is 61%, considerably below

³⁶ Sustainable Development Report 2019, Sachs, J. et al., 2019. [BiH Country Profile, 2019](#).

³⁷ (1) The BiH Voluntary Review (VR), April 2019; (2) Sustainable Development Goals Framework in BiH (**SDG Framework**), Working Draft, June 2019; (3) UN Common Country Analysis for BiH, UN, 2019 (draft).

³⁸ UN Common Country Analysis for BiH, UN, 2019 (draft). These gaps and challenges were identified from the [Zamislj 2030 \(Imagine 2030\)](#) public consultations, supported by the UN system, on the SDGs and the future of BiH. The consultations were initiated in April 2017 and expanded in May 2018 and June 2019.

³⁹ The Reform Agenda states: the key challenge for the health systems in BiH is ‘to improve accessibility, quality, efficiency and sustainability for all citizens, in the context of a declining and ageing population, a highly fragmented system of insurance and service delivery, poor financial management and an exodus of health care workers’.

the target of 95%⁴⁰. Sexual and reproductive health services are of variable quality and not provided equally across BiH. Non-communicable diseases (NCDs) including cardiovascular diseases, diabetes, chronic respiratory diseases, cancer, and injuries, are rising dramatically, accounting for 94% of all deaths, country-wide⁴¹. Rates of overweight and obesity are growing with about 1 in 4 adults classified as obese and the need to improve knowledge and awareness about healthy eating and active lifestyles.

26. The separate health systems and ministries complicate the way services are provided, increase management and coordination costs, and decrease effectiveness and health outcomes⁴². Another challenge is the pronounced territorial, gender, and age imbalance of health workers in BiH, and their ongoing out-migration to better paying countries with better working conditions. Current health expenditure was 9.2% of GDP in 2016, relatively steady since 2006⁴³. However the fragmentation of the BiH health system means that quality affordable medical care is often not available. About 1 in 5 of the population is not covered by mandatory health insurance⁴⁴. This situation is worse for vulnerable groups.
27. **Economic potential and job creation:** Inequality of opportunity, segregation in the labor market, and the lack of decent work is one of the main risks undermining the country's development trajectory and the achievement of the SDG Agenda. The development and adoption of a comprehensive employment policy framework and paving the way to local employment plans, is a priority for the Council of Ministers, in cooperation with the entity-level institutions with statutory responsibilities concerning employment and social policy. Agriculture and tourism, tied to effective natural resource management, are sectors with strong growth potential. and insufficient economic development emerged strongly
28. **Natural resources management:** The degradation of water, air⁴⁵, forests, and agricultural land, as well as the accelerated pace of biodiversity loss are putting sustainable economic growth at risk. These risks are associated with an incomplete legal and policy framework not yet aligned with the EU Acquis and the slow pace of implementation⁴⁶. Climate change is contributing to pronounced rainfall variability and increasing temperatures, which are causing more frequent and intense droughts and increasing the likelihood of floods and landslides. Country-wide there is high exposure to **natural hazards or disasters**, especially floods and landslides,⁴⁷ with more than 20% of its territory prone to flooding⁴⁸ and an estimated 260,000 people exposed to significant flood and landslide risks⁴⁹. Major threats to **biodiversity** include unsustainable use of land and forests, habitat conversion, vegetation succession and invasive alien species, overexploitation of natural resources, waste mismanagement, inadequate fire protection, illegal hunting

⁴⁰ RCC2018 risk assessment. BiH is one of the three countries in the region certified as high-risk for polio. Bottlenecks include weak and insufficiently funded programme management and health promotion, strong anti-vaccine movements in the region, lack of demand and the lack of targeted interventions for Roma. The coverage for certain vaccines such as MMR is continuously decreasing (MCV1 in 2013 was 92% while in 2017 fell to 69%). 1/3 of districts in the country report coverage of DTP3 vaccine at less than 80% which is far from the required 95% coverage. Procurement of the vaccines takes place at entity level, which decreases the opportunities of the country for price negotiations or delivery times.

⁴¹ WHO, [BiH-Non-communicable diseases country profile 2018](#), dtd Oct 2019.

⁴² There are 13 different health systems at the level of Entities, Brcko District and Cantons of FBiH. The very low level of integration between the entity health care systems also constitutes an obstacle to free movement and leads to differences in equity and access to health services. This results in a structural difference in the exercise of the right to health care for all, depending on their place of residence. For example, children suffering from diabetes in some cantons are not entitled to insulin pumps in the framework of the regular health care services, while children with developmental delays do not always have access to dental care services.

⁴³ WHO, [Global health expenditure database](#), dtd Nov 2019. Total current health spending (CHE). General government health expenditures (GGHED) were 6.5% of GDP in 2016. These were higher than spending rates in Croatia (CHE: 7.2%; GGHED: 5.6%) and Slovenia (CHE: 8.5%; GGHED: 6.1)

⁴⁴ In 2015, 86% in the FBiH and 78% in the RS. WHO, Country Profile-Bosnia and Herzegovina, 2019.

⁴⁵ Air pollution in BiH far exceeds WHO and EU standards and causes one of the highest average mortality rates from air pollution in the world. According to the WHO, BiH is losing 22% of its GDP (US\$ 7,228 million) annually due to air pollution. CCA, *ibid.*, 17.

⁴⁶ UNDP BiH (2019), *In-depth climate change vulnerability assessment*.

⁴⁷ [The 2019 Inform Global Risk Index](#).

⁴⁸ World Bank, *Global Facility for Disaster Reduction and Recovery*, available at: <https://www.gfdrr.org/bosnia-and-herzegovina>

⁴⁹ On average, floods impact annually about 100,000 people and about US\$600 million in GDP. Risks related to climate variability were highlighted by the 2014 floods, which led to more than 20 deaths, 90,000 people displaced and billions of dollars in damages (an estimated 15% of GDP. UNDP BiH (2017), *Flood and Landslide Housing Risk Assessment*.

and fishing and climate change. Environmental policy constraints and poor implementation are major barriers for EU accession. These also constitute a major opportunity and driver to strengthen environmental policy and governance. BiH has an abundance of natural resource wealth that is not being sustainably managed, requiring a country-wide strategy to support the vision of an environmentally clean and sustainable BiH.

29. **Gender equality and women's empowerment:** In terms of exercising civil and political rights of women in BiH, there is still ongoing inequality and under-representation, and the Gender Equality Law of BiH is being violated. A significant problem of political participation of women is the partial application of gender quotas prescribed by the Gender Equality Law which was integrated into the Election Law of BiH. The gender quota is not yet applied consistently when it comes to appointments in the executive authority, public company boards, nor is it applied in elections in local communities. While the Istanbul Convention concerning violence against women and girls has been implemented at the strategic level, actual implementation is slow. Vertical and horizontal linkages between relevant institutions law enforcement, justice, and support bodies are not yet established. A mechanism has been established to support preventive action, response and protection in cases of domestic violence and there has been an ongoing harmonization of regulations, training of professionals, and enhancement of data collection. Violence against women from persons other than an intimate partner is not being strategically addressed.
30. Underlying these major gaps and challenges are two critical bottlenecks: 1) The absence of a country-wide vision for sustainable development and 2) systemic weaknesses in statistical data and analysis. Quality, accessible, timely and reliable **disaggregated data** will help with the measurement of progress to ensure that no one is left behind. However, attaining a clear picture of the demographic situation and population profile in BiH, including disaggregated information on characteristics such as sex, age, ethnicity, disability, socioeconomic status, employment and place of residence, is severely hampered by the lack of country-wide, reliable data.

3. Cooperation for the 2030 Agenda

3.1 Theory of change⁵⁰

BiH-UN Cooperation Framework: Summary theory of change
<p>By 2030, achievement of BiH priorities, including the sustainable development goals and domesticated SDG targets <i>will depend upon</i> sustainable and diversified economic growth, with benefits that are more widely and fairly shared</p> <p>By 2025, this will <i>depend upon</i>:</p> <ul style="list-style-type: none"> » A stronger policy and regulatory environment to enable low-carbon development, spur business development, support the creation of green and decent jobs, and enhance environmental management, » Conditions for more inclusive and higher quality education that offer all children and young people the 21st century skills they will need for employment success in a modern, EU-oriented labour market, » More efficient, fair, and inclusive health and social services that respond to the context of an ageing population and high levels of out-migration, and that better serve vulnerable groups, » Practical reforms to strengthen governance and the rule of law and more accountable institutions to deliver effective public services that are gender-responsive and inclusive of vulnerable groups, and » Increased levels of mutual respect, trust and empathy between people and communities across all of BiH.

⁵⁰ More detailed diagram of the proposed theory of change is provided under Annex A.

31. This cooperation framework is driven by BiH priorities and domesticated SDG targets⁵¹. To contribute to these priorities and targets, cooperation aims to achieve a set of inter-connected changes that will strengthen institutional and community level conditions for **sustainable and diversified economic growth, with benefits that are more widely and fairly shared**. There are five main conditions for this change:
32. First, cooperation efforts must address the structural weaknesses of the economy. These are a major driver of poverty and exclusion, with over 170,000 households and half a million people in BiH living below the BiH poverty line⁵². Factors impeding faster and more inclusive growth are: an over-reliance on consumption growth, inefficient markets, low labour force participation rate in the formal economy, especially for women and young people, limited access to finance⁵³, insufficiently developed business clusters and value chains, unclear property rights and a cumbersome regulatory environment, and corruption. Some 80% of BiH exports are concentrated in the hands of ten companies and the shares of GDP devoted to savings and investment are below that of countries in the region, depriving BiH of needed capital and new technology to drive competitiveness. Since the 2013 census and until 2017, around 150,000 citizens left BiH⁵⁴ – amongst them highly qualified workers and young people, to seek better education, employment, and higher incomes elsewhere. In parallel, there is over-exploitation of natural resources. The degradation of water, air, forests, and agricultural land, as well as the impact of climate change and biodiversity loss are putting sustainable economic growth at risk⁵⁵. These challenges are associated with an incomplete legal and policy framework not yet aligned with the EU Acquis and the slow pace of implementation of reforms and existing strategies and policies. Overall, this situation undermines the prospects for a growing, diversifying economy and prosperity that is more widely shared⁵⁶.
33. Second, and in order to make the shift to a more diversified, knowledge-based economy, renewed efforts are needed to strengthen the performance of the education, health, and social protection and social welfare systems. Weaknesses in the education and skilling system in BiH (formal, non-formal, and technical-vocational) are evident in the unemployment rate amongst young people (15-24 years) which, at 47% in 2018, is one of the highest in Europe⁵⁷. Amongst women (15-24) the rate is 52%. The main causes are: Few decent jobs in the formal sector, poor overall quality of the education system, contributing to skills-mismatches for school-leavers, traditional gender roles and lack of jobs with provisions to help balance work and family life, and little coordination between education system offerings and labour market demands. Establishing a foundation for learning in the early years is essential for learning and employment success in later years. The preschool enrolment rate at 17% for children ages 3 to 6 is the lowest in Europe, with a big gap between urban and rural areas and between employed and unemployed parents.
34. Third, and despite robust health spending at 9.2% of GDP in 2016⁵⁸, better health outcomes for all people in BiH are challenged by performance concerns and limited financial protection for vulnerable groups. As

⁵¹ (1) The 2030 Agenda for Sustainable Development and the SDGs as expressed in the emerging *SDG Framework in BiH and domesticated SDG targets*; (2) Future accession to the European Union, as expressed in the Action Plan for implementation of priorities from the European Commission Opinion and Analytical Report; (3) The Joint Socio-Economic Reforms (Reform Agenda), 2019-2022; and (4) The human rights commitments of BiH and other agreed international and regional development goals and treaty obligations.

⁵² [Poverty in BiH](#) is higher among the older population (65+) and children (age 0-14 years), as their respective poverty rates were 20% and 19%. Poverty rates were higher among households with unemployed head of household. Poverty rates are higher for rural areas (22%) than for urban (11%). The Gini coefficient was 33 in 2017, higher than in Serbia (28.5) and Albania (29.0), almost similar to Montenegro (31.9), and lower than in Macedonia (35.6). UNDP, HD data explorer <http://hdr.undp.org/en/countries/profiles/BIH>.

⁵³ There is a higher barrier for women. World Bank, [Access to Finance for Female-Led Micro, Small & Medium-Sized Enterprises in Bosnia and Herzegovina](#), 2018.

⁵⁴ EC, [Analytical Report](#) accompanying the document Communication from the Commission to the European Parliament and the Council Commission Opinion on Bosnia and Herzegovina's application for membership of the EU, Brussels, SWD (2019) 222 final, 29 May 2019, 89.

⁵⁵ Bosnia and Herzegovina (BiH) has a particularly rich biological and habitat diversity. See: GEF, UNEP, BiH, [Biodiversity CHM-BiH](#), dld Nov 2019.

⁵⁶ For example, the World Bank reports that, as of 2017, 55% of the university-educated workforce of BiH was living and working abroad. World Bank, Migration and Brain Drain in Europe and Central Asia, WORLD BANK ECA ECONOMIC UPDATE FALL 2019, 62, 65.

⁵⁷ [ILOSTAT database](#), dld Oct 2019.

⁵⁸ WHO, [Global health expenditure database](#), dld Nov 2019. Total current health spending (CHE). These were higher than spending rates in Croatia (CHE: 7.2%) and Slovenia (CHE: 8.5%)

noted in the Reform Agenda, the fragmentation of health systems in BiH means that quality affordable medical care services are often not available⁵⁹. About 1 in 5 of the population is not covered by mandatory health insurance⁶⁰. This limits access to essential health services and threatens the sustainability of priority public health interventions. It also greatly affects the health and wellness of women, children, and other vulnerable groups who are at risk of being left behind. Moreover, the complementary social protection and social welfare systems are inefficient and lacking transparency. In 2015, spending on social protection assistance at 4% of GDP was on par with Slovenia and Croatia, but only about 1% goes to the poor and socially excluded. Among the poorest 1/5th of households, most do not receive contributory social protection benefits⁶¹.

35. Fourth, sustainable inclusive growth and the effective delivery of quality social services will depend upon more effective governance and rule of law. The highly complex, multi-tier governing structure provided under the Dayton Peace Agreement often creates challenges to effective governance and rule of law⁶² and the work to deliver on BiH's human rights commitments. These are instrumental for the stability and growth of the economy⁶³. Discriminatory provisions in the Constitution against minorities and the non-constituent peoples have led to their political, economic and social marginalization⁶⁴. Furthermore, there is an overwhelming lack of confidence in the rule of law, and citizens' relationships with public institutions continue to be characterized by a high degree of mistrust, which consequently, creates challenges in the areas of law enforcement and provision of safety and security of citizens. Different forms of organized crimes are interconnected also in their effects on the economy and the rule of law.
36. Fifth – and foundational to each of the changes above - there is a critical need to increase trust amongst people and in their governing institutions, creating a foundation for more durable social cohesion⁶⁵. Nearly a quarter of a century after the end of the conflict, relations in BiH and the wider region between different groups and communities remain fragile. Society continues to confront strong divisive rhetoric that perpetuates fear and mistrust that impedes constructive dialogue and interaction and diminishes prospects for a common vision for the country.
37. Important **assumptions** for cooperation are: 1) That the current, multi-tier BiH's governing structure will continue for the duration of the CF, with increased reliance on local level planning and decision-making; 2) That the *SDG Framework in BiH and domesticated SDG targets* will be endorsed by BiH authorities with a country-wide mechanism for implementation; 3) That strong engagement with international human rights bodies and mechanisms will continue; and 4) That there is increasing recognition of the need to address discrimination, exclusion and vulnerability in the policies and programmes of BiH authorities and to collect timely and reliable disaggregated data to understand those at risk of being left behind. Major risks to cooperation are described in detail in **section 5**.

3.2 Strategic priorities for cooperation

⁵⁹ There are 13 different health systems in BiH, at the level of entities, *Brcko* District and Cantons. This complicates the way services are provided, increases management and coordination costs, and adversely affects the rationality of management of health care institutions..; World Bank, Bosnia and Herzegovina [Human Capital Index](#), 2018.

⁶⁰ In 2015, 86% in the FBiH and 78% in the RS. WHO, Country Profile-Bosnia and Herzegovina, 2019.

⁶¹ (1) World Bank ASPIRE [Atlas of Social Protection-BiH Profile](#) (2015 data), dld Nov 2019.; (2) UNDP calculations, based on data (for most recent year available) from the ILO World Social Protection Report 2017-2019.

⁶² The recent EC opinion on BiH's application for EU membership highlights the large gap between the requirements of the EU Acquis and the prevailing conditions in BiH, especially with regard to the Copenhagen criteria for stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities. EC Opinion, *ibid.*, 13.

⁶³ These weaknesses are particularly evident during times of crisis, when a rapid, coordinated response across all of BiH is needed. (e.g. migration inflows, floods, and other natural disasters).

⁶⁴ For example: Implementation of ratified human rights treaties is constrained by limited accountability mechanisms, making it a challenge to identify the proper duty-bearer for a particular provision or recommendation.

⁶⁵ Peace and Development Assessment: Bosnia and Herzegovina, Working draft, Sept 2019.

38. The theory of change and the necessary *pre-conditions* for achievement of BiH priorities afford **four priorities** for cooperation between BiH authorities, the UN system, and other local and international partners. They were identified on the basis of country analytic work and validated through multi-stakeholder consultations. In line with the 2030 Agenda for Sustainable Development, none of priorities concerns a single sector or single-stakeholder. Rather they represent a nexus of change and partnerships that, combined, offer an effective pathway for BiH-UN system cooperation to make tangible, measurable contributions towards BiH priorities. The four strategic priorities are:

I. Sustainable, resilient and inclusive growth

39. The cooperation outcome is an integrated response to these challenges, promoting the implementation of strategies and policies for economic growth that is more inclusive and sustainable. This requires a shift towards a low-carbon economy and living. The UN system will support a stronger policy and regulatory environment and stimulus measures to enable low-carbon development, spur business development and increased competitiveness, and support the creation of green and decent jobs, complemented by environmental action. Tangible results will include stronger climate change mitigation policies, the introduction of low carbon technology and digital economy strategies and plans, more small and medium enterprises (SMEs) in main economy sectors applying sustainable business models, stronger active labour market measures (ALMPs) to connect young people, especially young women and vulnerable groups, with good jobs in the formal economy, and stronger incentives for investments in innovation and research and development (R&D). These will be backstopped with coordinated implementation of natural and cultural resource management policies and plans, in line with the EU and international standards.

II. Quality, accessible and inclusive education, health and social protection

40. Under this priority, the UN system will support two critical and complementary outcomes, central to a more inclusive and fair society:

1) The first concerns more inclusive and higher quality education, focused on 21st century skills⁶⁶ and employability of people, especially the young and vulnerable. Cooperation will support conditions for more inclusive and higher quality education that offer all children and young people the 21st century skills they will need for employment success in a modern, EU-oriented labour market. Renewed political will and innovative efforts are needed to strengthen the education system performance and learning outcomes, and to forge closer links between the education and training systems with the labour market and employer's organizations.

2) The second outcome is to improve the quality and affordability of public health services and social protection for all people in BiH, and especially vulnerable groups. This is urgent. Cooperation will strengthen the institutional conditions for more efficient, fair, and inclusive health and social protection systems, including multi-sectoral referrals to prevent and offer protection from gender-based violence and violence, abuse and exploitation of children. An equity focus, with improved spending analysis and targeting, will be supported to ensure that health and social protection programmes and services are responding effectively to the situation of vulnerable groups.

III. People centered governance and rule of law

41. In partnership with BiH authorities, the cooperation outcome will support practical governance reforms, in line with BiH priorities, that enable the authorities to partner more effectively *with people* to shape and deliver transparent, fair, and more responsive policies, laws and public services. This includes the response to the current mixed movement of asylum-seekers and migrants in the country. Stronger focus will be

⁶⁶ 21st century *transversal* skills (e.g. communication, team work and networking, critical thinking and problem solving, initiative and resilience) and *deep skills* in one or more trades e.g. ICT, boilermakers, millwrights, welders. EC, Skills for Industry Strategy 2030, 2019. See also; ILO, [Skill-up](#), dld Nov 2019; AES, [What are 21st century skills](#), dld 2020.

placed on the accountability and integrity of the public service, with focus on public utilities. Efforts will also focus on leveraging technology to modernize public performance and support digital governance and increasing women's participation in political and economic decision-making. A stronger focus will be placed on sustainable and resilient urban development.

42. At Cantonal and local levels, tangible new skills, abilities, and mechanisms will be developed to strengthen citizen consultation and participation in policymaking, and revise or develop policies and programmes that are gender-responsive, and inclusive of other vulnerable groups. UN system agencies will continue to support BiH authorities to collect SDG-related data and use it to strengthen the evidence base for governance-related policies and plans that are aligned with the long-term sustainable goals as set forth in the emerging SDGs Framework in BiH as well as to tap into financing from private sector for SDGs implementation. The expected results under this priority are instrumental for the success of efforts to diversify the economy and to deliver more effective and inclusive basic services.

IV. Citizen and community engagement for social cohesion

43. This priority is a critical *enabler* for all other priorities and related outcomes and for the EU accession and SDG-related priorities in BiH. Society is still recovering from the war-related pain and trauma, affecting intra- and inter-community relations. This legacy is not limited to survivors of war crimes and includes their immediate families and local communities. As such, it represents a major obstacle to collective healing and community cohesion. Increased levels of mutual respect, trust, and empathy between people and communities is instrumental for sustainable and faster growth, enhanced rule of law, and effective governance and delivery of basic services.
44. The UN system will support and engage with young people who are the largest recipients of trans-generational trauma. This can lock them into group-thinking and prevent meaningful engagement with people perceived to be outside their socio-political or ethnic groups. At the same time, cooperation will also target non-traditional actors, such as the religious communities, along with the media and academia, to create local enabling environments for direct citizen engagement, volunteerism and dialogue. Citizens will have access to new public and online spaces and opportunities to engage in constructive actions and discussion about their communities and local authorities will have new skills and mechanisms to engage with and respond to their constituencies. Amongst others this is expected to promote critical thinking and zero tolerance for all forms of violence. This priority represents a major 'demand-side' strategy, with a focus on young people. Cooperation results will complement institutional governance reforms under priority III to strengthen citizen demands for greater transparency and accountability in public administration and services.

3.3 Intended development results

45. Under the four priorities, there are five expected outcomes. Collective efforts by BiH authorities and the UN system to act on the priorities and achieve the expected outcomes will make a tangible *contribution* to progress against a number of domesticated SDG outcome indicators. The expected outcomes, the conditions necessary for their achievement, and related SDG indicators are described in section 3.4 and in the results matrix (Annex A).
46. A set of higher-level impact indicators have been chosen as **sentinels**⁶⁷ to gauge the overall direction and contribution of BiH and UN system cooperation results, country-wide, to 2030⁶⁸. The partners will track changes in these impact indicators over the period of the CF. Monitoring and progress reporting are expected to demonstrate the clear, tangible contribution from the CF priorities and outcomes:

BiH Priorities		10 Sentinel impact indicators to 2030
SDG Framework (cross-cutting) Human Capital for 21 st Century; Leave No One Behind	SDG Framework: Smart growth Reform Agenda I. Sustainable and Accelerated Economic Growth, Increased Competitiveness of the Economy and Improved Business Environment	1. Net migration rate ⁶⁹ 2. Employment rates by sex (SDG 8.5.2) 3. Shortfall in women's estimated GNI (SDG 5.a, 10.2, proxy) 4. Energy intensity, in terms of primary energy and GDP (SDG 7.3.1)
	SDG Framework: Good governance and public sector management Reform Agenda II. De-politicisation, Increased Sustainability and Efficiency of State-owned Enterprises	5. Rule of law (SDG 16.3.1, proxy ⁷⁰) 6. Voice & accountability ⁷¹ (SDG 16.7.2, proxy)
	SDG Framework: Equal Opportunities Reform Agenda III. Comprehensive Reform and Improved Quality of the Health Care System,	7. Child mortality rate, by sex (under-five years) (SDG3.2.1) 8. Mortality rate attributed to cardiovascular disease, cancer, diabetes, or chronic respiratory disease, by sex (SDG 3.4.1)
	SDG Framework: Equal Opportunities Reform Agenda IV. Policies that Provide Opportunities to Youth, Women and other Vulnerable Groups	9. Proportion of population living below the national (relative ⁷²) poverty line, by location, sex and age (SDG 1.2.1) 10. Share of poorest 20% of households receiving social assistance, by area (SDG 1.3.1)

47. Cooperation will be guided by the following guiding principles: (1) Inclusion and equity to 'leave no one behind', (2) Human rights, gender equality and the empowerment of women (GEWE), (3) Sustainability and resilience,

⁶⁷ **Sentinel indicators** are complementary to outcome performance indicators. Where outcome indicators are used to measure intended results (institutional and behavioural), sentinel indicators are used to signal **wider changes** in the system in which programme(s) operate, alerting the CF partners to system level change and, where necessary, the need for follow-up investigation and analysis. See: [Sentinel Indicators: A Systems-Based Approach to Monitoring and Evaluation](#), 2015.

⁶⁸ Based upon: Sustainable Development Goals Framework in BiH, June 2019 (DRAFT), Annex 1.

⁶⁹ See: [Net migration rate](#), UN Population Division. There are multiple BiH and international sources of information for the pace and scale of out-migration. The UN system will work with BiH statistical authorities to agree on the indicators for the purposes of monitoring and reporting. In particular, measures are needed to gauge levels of migration amongst young people and the professions.

⁷⁰ This is the domesticated indicator for SDG 17.7.2 from BiH SDG Framework (draft). World Bank World Governance Indicators data. Indicator ranges from approximately -2.5 (weak) to 2.5 (strong) governance performance.

⁷¹ This is the domesticated indicator for SDG 17.7.2 from BiH SDG Framework (draft). World Bank World Governance Indicators data, measuring the "extent to which citizens believe they participate in selecting their government, as well as freedom of expression, association, and media. Internationally comparable indicator values range from -2.5 (weak) to +2.5 (strong) governance performance".

⁷² Relative poverty defined as 60% of the median income (Eurostat methodology)

and (4) Accountability, including the availability and use of quality data. At a programmatic level, under a *chapeau* of 'leaving no one behind' there are a set of mutually reinforcing programming approaches for cooperation by BiH authorities, the UN system and other partners⁷³:

- » **Cross-sector collaboration and coherent policy support:** The interconnected, complex nature of the CF priorities and outcomes requires: 1). Cross-sectoral policy approaches, and 2) Enhanced coordination between existing BiH working bodies for cross-sector results, and to create open spaces for dialogue and consensus around shared priorities.
- » **Implementation: 'renewed focus on delivery at Cantonal and local levels':** This will involve efforts to link policy to budget for implementation, with effective implementation at local level with local actors, involving them more effectively in monitoring, evaluation, and learning. BiH authorities and the UN system will support a culture of measurement, monitoring, evaluation, and learning with working mechanisms to monitor and manage for results and identify and address data gaps for country priorities and related SDGs.
- » **Young people's participation:** Across all priorities and outcome, cooperation efforts must focus on giving young people (15-30 years), especially girls, women and from vulnerable groups, a greater stake in country-wide development.
- » **Gender mainstreaming:** Gender discrimination, a gender divide in the labour market and occupational segregation, and gender-based violence remain critical concerns⁷⁴. Across all outcomes, the partners will address gaps in the legislative and institutional framework for the observance of international human rights law, working towards greater consistency in implementation of recommendations of UN human rights mechanisms, and to contribute to stronger institutional capacities for gender analysis and gender-responsive programming⁷⁵.
- » **Technology transfer and digital transformation:** Anticipating future skills needs and applications across the priorities and outcomes to drive innovation opportunities for sustainable growth and inclusive society.
- » **Data and statistics:** Across all outcomes, strong policies and plans and effective implementation will depend upon disaggregated **data and evidence**⁷⁶. Under each outcome the UN system will support the statistical institutions in BiH to strengthen data collection, monitoring, and reporting on the relevant SDGs, with a focus on addressing critical data gaps.

⁷³ Including: Parliaments, the private sector, international financial institutions, civil society organisations, media, universities, and independent research and policy institutions.

⁷⁴ UNDAF Evaluation, *ibid.*, 17; SDG Framework in BiH., *ibid* 17-18.

⁷⁵ For example: Inclusive labour market policies and codes for more female-friendly workplaces, addressing the gender gap in incomes."

⁷⁶ Disaggregated by income, sex, age, ethnicity, migratory status, disability and geographic location

3.4 Cooperation outcomes

48. Based upon on the theory of change and priorities, the following section describes the five outcomes for cooperation between BiH authorities and the UN system⁷⁷. Each section describes the theory of change, including the expected outcome, key indicators of progress, strategies and concrete conditions or results expected from cooperation, that are essential for success. These concrete results are the **key contributions** expected from UN system cooperation. Together these sections offer a more detailed *theory of change* for how cooperation between BiH authorities and the UN system will *catalyse* and *contribute* to BiH priorities, including domesticated SDGs and targets. The complete results matrix including indicators, baselines, targets, data sources, and partners is provided in **Annex B**.

I. Sustainable, resilient and inclusive growth

Outcome 1. By 2025, people benefit from resilient, inclusive and sustainable growth ensured by the convergence of economic development and management of environment and cultural resources

Theory of change

49. The theory of change underlying this outcome is that economic growth will be made more resilient, inclusive and sustainable by the design and implementation of reforms to promote the shift toward a low-carbon economy. The UN system will support a stronger policy and regulatory environment and stimulus measures to enable low-carbon development, spur business development and increased competitiveness, and support the creation of green and decent jobs, complemented by environmental action
50. The outcome will make an important contribution to the implementation of reform priorities for sustainable economic growth and opportunities for young people, women and vulnerable groups. Accelerated economic diversification and more widely shared prosperity in BiH will also depend upon the sustainable management of its natural wealth. Linking economy and environment, the cooperation outcome will support the design and implementation of more integrated and inclusive policies and programmes for the management of environment, agriculture, and culture resources. BiH and UN cooperation will focus on building tangible bridges between sectoral policy-making bodies for coordinated implementation of natural and cultural resource management policies and plans, in line with the EU and international standards. Cooperation is also expected to support BiH authorities to implement preliminary recommendations from the recent Universal Periodic Review (UPR) to promote sustainable economic and social development, providing a solid foundation for the enjoyment of people's rights⁷⁸.
51. By 2025, the success of BiH and UN cooperation efforts will be seen in:
- » More SMEs registered in emerging fast growing, low carbon economy sectors,
 - » More of these firms with female participation in ownership or leadership positions,
 - » More working places made available for members of vulnerable groups,
 - » The existence of innovation and R&D strategies with costed action plans for targeted sectors and enhanced implementation of fiscal strategy and measures to promote innovation and R&D spending, especially for [sustainable consumption and production](#) and 'green' business practices,

⁷⁷Outcomes are high level changes related to institutional performance or the behaviours of people and their communities. They describe: (1) How people are acting differently to improve their lives and those of their families and communities or (2) How institutions are performing in new ways to support people in these efforts. **Outputs describe new skills and abilities, products or services.** These are the concrete results of cooperation between BiH authorities and the UN and they are expected to demonstrate innovation. The outputs expected from BiH-UN system cooperation will be developed as part of detailed **Joint Work Plans (JWP)** for each outcome

⁷⁸ UN General Assembly, Human Rights Council, Draft report of the Working Group on the Universal Periodic Review (UPR): Bosnia and Herzegovina, A/HRC/WG.6/34/L.14, 15 Nov, 2019.

- » An increase in the number of public-private partnerships (PPP) and start-ups in emerging areas such as renewable energy, green building technologies, biotech to improve agri-business and information and communications technologies (ICTs).
 - » Stronger alignment of existing policy and legal frameworks for environment, sustainable forest management, agriculture, and culture, with EU and international standards, including for gender equality and women's empowerment,
 - » Expansion and adequate management and funding of protected areas, in partnership with civil society and the private sector,
 - » Action plans to explore and tap into potential growth in sustainable agri-business and tourism, linked with effective management of environmental and cultural resources,
 - » More local governments implementing action plans to strengthen their preparedness and response to natural hazards or disasters and industrial accidents, with the cooperation of civil society.
52. This is a complex and highly inter-connected area for cooperation. There are **six necessary conditions** to establish the institutional foundations and provide the right incentives and market signals for a more dynamic, growing economy and the creation of decent jobs. Close cooperation between BiH authorities, the UN and other partners in the private sector and civil society will produce tangible new skills and abilities, products and services to support these conditions:
53. First, country-wide **enterprise transformation strategies and frameworks** are needed, focused on SMEs. These will provide fiscal and other programmatic incentives (e.g. business incubator and development services) that promote low-carbon production, increase productivity, provide access to financing and technology, and facilitate entry to EU markets. Attention will be focused on tailoring incentives and supports for women, young people, and marginalized groups. A key element of the strategy is reform of industrial and business regulations and standards to promote sustainable consumption and production (SCP) and green business practices. This will involve a 'green' economy jobs assessment including a gaps analysis related to technology and financing. Third, Entity, Cantonal, and Municipal authorities in BiH require enhanced planning and implementation capacities for green growth, enhanced water management and agricultural development. Critically, the *gender dimensions of 'management'* need to be examined in policy, programmes and budgets in order to address systematic barriers that prevent women from taking a fuller role in environmental management and agri-business.
54. Second, regulations, procedures, and services for the **start-up of new businesses** and access to training and credit and will be made simpler and more easily accessible on e-government platforms. BiH authorities and the UN support the design and implementation of the **E-government strategy & policy** to ensure that systems are accessible, secure, user and mobile friendly. Quality entrepreneurship and business development services will be made available and expanded through 'one-stop-shop' service centers that can also support more aggressive adoption of ICT. The UN system will support BiH authorities to engage with and mobilise the **BiH diaspora** to play a greater role in development, including in investment and business development. A new scheme will be developed and piloted to attract members of the BiH **diaspora** and new graduates in STEM⁷⁹ fields, to address high-skill gaps in the labour market.
55. Third, in **agriculture and agri-food**, the large share of rural population in BiH demands more concerted efforts to increase agricultural production and farm incomes, focused on small-holders. The UN system will support BiH efforts to raise land productivity, increase the production of locally cultivable food crops, and increase agricultural exports. This will depend on integrating small-scale farmers into value chains and forging links with small and medium-sized agro-enterprise 'processors' (SMAEs). This will improve access to markets, increase farm incomes, and generate decent employment. In the near to mid-term, the BiH market is most important for small-holders and SMAEs. Production for export is a longer-term aim that will require the

⁷⁹ STEM: Science, technology, engineering, maths

coordinated introduction of a quality management system such as HACCP or ISO certification. Competition domestically and with EU-based farmers requires a differentiation strategy based on quality, brand development, and may involve specialization in traditional and local specialties. A coherent country-wide strategy and action plan is needed to enhance small-holder productivity, support them to identify market niches, and create commercial linkages with SMAEs to add-value and get more products to market⁸⁰. In addition, capacities will be strengthened to apply biotechnology to improve agricultural production and food safety monitoring, in line with EU standards.

56. Fourth, **climate change** and its effects on environmental resources do not adhere to administrative boundaries. Effective management for sustainable economic growth requires a functional, country-wide coordination mechanisms for 'horizontal' policy design and implementation among relevant institutions at all levels, focused on the inter-actions between environment, energy, agriculture, and livelihoods, especially for rural communities and vulnerable groups. Initiatives must all demonstrate adherence to the requirements of the EU Acquis, particularly chapters 11 (agriculture and rural development), 12 (food safety), 15 (energy), and 27 (environment).
57. Fifth, BiH authorities alone cannot adequately respond to the complexities and inter-actions between climate, environment, agriculture, and economic diversification. BiH authorities and the UN system will pilot 'partnership hubs' to bring private and public stakeholders together to discuss common interests and potential partnerships in support of sustainable development.
58. Sixth, BiH has a high exposure to **natural hazards or disasters** with a risk index rating of 3.7/10, the highest of Western Balkans countries⁸¹. An estimated 20% of BiH territory and 280,000 people are exposed to significant flood risks and landslides are an increasing challenge with more than 260,000 people living in areas of significant risk⁸². **Climate change** is contributing to pronounced rainfall variability and increasing temperatures, which are causing more frequent and intense droughts and storms⁸³. The degradation of water, air, forests, and agricultural land are accelerating the loss of biodiversity and increasing the **risk of catastrophic shocks**. Vulnerability to flooding and other disaster risks *underscores* the importance of links between economic growth, more integrated policy-making, disaster-risks reduction, and sustainable resource management.
59. The integration of environmental considerations into sectoral policies and legislation is at an early stage in energy, mining, transport, agriculture, forestry and health sectors, and has yet to be initiated in the tourism and education sectors. While BiH established a Platform for Disaster Risk Reduction in 2013, this has not yet been able to support effective coordination of comprehensive disaster-risk reduction initiatives country-wide. Vulnerable communities and groups are affected disproportionately by disasters as they have limited access to productive assets for coping and early recovery and less exposure to early warning systems. There is need for effective, robust, well-coordinated disaster risk reduction and response systems, especially at the local level. This entails capacity development for disaster preparedness, and pre-and post-disaster management at both entity and local administration levels and the availability of quality, disaggregated poverty and inequality statistics for improved spatial planning.
60. Combined, the cooperation outcome and contributing results and strategies will create stronger conditions for sustainable and more inclusive economic growth by reducing barriers for SME formation, enhancing conditions for formal, decent employment, supporting climate resilience and biodiversity protection, and creating incentives and partnerships for the transition to renewable energy. Cooperation is expected to make

⁸⁰ FAO, Processor driven integration of small-scale farmers into value chains in Eastern Europe and Central Asia: A synthesis paper, 2014.

⁸¹ INFORM Global Risk index, available at <https://drmkc.jrc.ec.europa.eu/inform-index/>

⁸² On average, floods impact about 100,000 people annually and estimated loss to GDP of US \$600 million. The severe 2014 floods led to more than 20 deaths, the displacement of 90,000 people, and estimated economic losses of 15% of GDP. See (1) INFORM Global Risk index, available at <https://drmkc.jrc.ec.europa.eu/inform-index/>; (2) World Bank, *Global Facility for Disaster Reduction and Recovery: BiH*; (3) UNDP BiH (2017), *Flood and Landslide Housing Risk Assessment*.

⁸³ UNDP BiH (2019), *In-depth climate change vulnerability assessment*

specific and valued added contributions for a more dynamic economy, and more widely shared prosperity, especially for women and vulnerable groups.

II. Quality, accessible and inclusive education, health and social protection

61. There are two proposed outcomes for cooperation:

- » The education and employability outcome will support conditions for more inclusive and higher quality education that offers all children and young people the 21st century skills they will need for employment success in a modern, EU-oriented labour market.
- » The health and social protection outcome will focus on policy, legal, and capacity changes for more efficient, fair, and inclusive health care and social protection and social welfare systems and services.

62. Both outcomes have an equity focus, placing emphasis on improved spending analysis and targeting, monitoring the quality and coverage of services, and responding effectively to the situation of vulnerable groups

Outcome 2. By 2025, people benefit from more inclusive and higher quality educational programmes focused on 21st century skills for enhanced employability, well-being and active participation in society

Theory of change

63. The theory of change underlying this outcome is that the educational performance of all young people is instrumental for their employment success in a modern, EU-oriented labour market⁸⁴. The cooperation outcome is to create conditions for more inclusive and higher quality education that offers 21st century skills to all children and young people. Renewed political will and innovative efforts are needed to strengthen the education system performance and learning outcomes, and to forge closer links between the education and training systems with the labour market and employer's organisations. Equity in education is a concern, as children, especially girls, from poor households and from minority groups suffer higher class repetition rates and drop-out rates than their wealthier peers and from the three main ethnic groups. Cooperation is expected to support BiH authorities to implement preliminary recommendations from the recent UPR to ensure inclusive and quality education for all children, and especially minority groups⁸⁵.

64. By 2025, the success of BiH and UN cooperation efforts will be seen in:

- » More children taking part in organized, quality early learning and pre-schools,
- » Increased coherence and quality of the formal education and TVET systems,
- » Reduced numbers of young people, especially women and members of vulnerable groups, not in education, employment, or training,
- » Stronger policy alignment and working relationships between the education and training systems and the labour market and employer's organisations.

Cooperation between BiH authorities and the UN system will focus on four important conditions that will contribute to these changes.

65. First, the educational performance of young people is instrumental for the achievement of the Reform Agenda and progress toward EU accession. A renewed focus on quality in teaching and learning is essential. The UN system will support improved teacher training curriculum and programmes that will enable

⁸⁴ World Bank's Human Capital Index. A child born in BiH today will reach only 62% of their productive potential when they grow up as compared to a child born in countries with best education and health care. When assessing education in BiH, the report shows that on average children can expect to complete 11.7 years of schooling by age 18. However, this is only equivalent to 8.6 years of effective learning.

⁸⁵ UN General Assembly, Human Rights Council, Draft report of the Working Group on the Universal Periodic Review (UPR): Bosnia and Herzegovina, A/HRC/WG.6/34/L.14, 15 Nov, 2019.

teachers to use active teaching and learning methods. These involve a *shift away* from traditional, passive methods that focus on rote repetition and the reproduction of knowledge toward higher-order thinking skills to gain insight, appraise critically, and apply new knowledge in team or group settings. More teachers will have completed the updated minimum teacher training requirements, especially at primary level, and new systems will be established to monitor qualifications as well ongoing professional development. BiH authorities and the UN system will explore Technology Innovation Labs ([UNTIL](#))⁸⁶ to increase the connectivity of classrooms and create platforms for collaborative problem solving for sustainable development challenges in BiH, such as climate change. In order to address divisions and violence in schools, teachers, parents, religious leaders, media and parents have new skills to speak out and encourage open dialogue.

66. Second, a foundation for success in the early years (0-3yrs) is essential for this shift. Research shows that a dollar invested in quality early childhood programs [yields a return](#) of between \$6 and \$17 dollars⁸⁷. BiH authorities have established multi-sector working groups for Early Childhood Development (ECD) and programmes and initiatives have been adopted⁸⁸. BiH and UN cooperation will focus on implementation, quality assurance, and performance monitoring to ensure the **quality and affordability of day cares and kindergartens**, especially in under-served areas. UN support will include policy and service development to strengthen the early identification of developmental delays and appropriate education system responses. This will support efforts to ensure that the new generation of young people in BiH is ready to learn and thrive.
67. Third, technical and vocational education and training (TVET), are being called-upon to produce a new generation of entrepreneurs, managers and skilled workers. But they are insufficiently equipped to provide the marketable skills that employers want. It must find ways to boost offerings, tied with market needs, enhance teaching and learning performance and whet the appetites of young people for the entrepreneurial challenge.
68. Fourth, new mechanisms will be developed and piloted to connect employer organisations with decision makers in the education and training institutes and universities to strengthen the connection between education, skilling and employability. These will help to guide the active labour market measures (under outcome 1) in targeted municipalities to support school leavers, the unemployed and underemployed to seek out new training and new careers opportunities.

⁸⁶ UNTIL will function as a Laboratory and tool, offering innovative technologies, including AI, Blockchain, and Internet of Things (IoT), advisory support and guidance for problem solving through hands-on workshops, immersion-learning, and incubated projects.

⁸⁷ Economic analysis of ECD investments show estimated future returns on investment, through higher productivity and wages, amounting to 13% per annum. Short-term programme costs are more than offset by the immediate and long-term benefits through reduction in the need for special education, better health outcomes, reduced need for social services, lower criminal justice costs, and increased productivity See: (1) Lancet Series [Advancing Early Childhood Development: from Science to Scale](#), 2016; (2) [Invest in Early Childhood Development: Reduce Deficits, Strengthen the Economy](#), and [There's more to gain by taking a comprehensive approach to ECD](#), J.J. Heckman at the [Heckman Equation](#), dld Nov 2018; (3) UNICEF, [Evidence for ECD Investment](#), Dec 2015; (4) OECD, [Investing in high quality early childhood education and care](#), OECD, dld Oct 2017; (5) World Bank, [Investing in Early Childhood Development](#), Review of the World Bank's Recent Experience, 2015. 2-3, 32, 58., [Why invest in ECD?](#), dld Nov 2019.

⁸⁸ A strategic ECD programme for 2016-2021 for RS has been adopted. In 2018 Standards and Norms of Health Care Services in the FBiH were revised to include innovative integrated early childhood development (IECD) services as part of the primary healthcare package. It promotes universal coverage of IECD and Early Childhood Interventions (ECI) services mainstreamed within the health sector and funded through the ten Cantonal Health Insurance Funds

Outcome 3. By 2025, people have access to better quality and inclusive health and social protection systems

Theory of change

69. In line with the BiH priorities, the theory of change underlying this outcome is that quality, affordable public health care and social protection and welfare services will contribute improved more resilient, secure livelihoods and stronger economic performance. The cooperation outcome is to create conditions for more efficient, fair, and inclusive health care and social protection and social welfare systems and services. Efforts to analyse and find efficiencies in spending and services will be a major focus of cooperation efforts and the UN system will support an equity focus, with improved spending analysis and targeting, to ensure that health and social protection programmes and services are responding effectively to the situation of vulnerable groups. Cooperation will enable BiH authorities to implement preliminary recommendations from the recent UPR to strengthen health-care services and to address the issue of universal health care, especially for vulnerable groups⁸⁹.
70. This is an urgent priority: The rapidly ageing population, combined with out-migration, is placing existing social protection and social welfare services under great strain. In 2017, there were only 1.45 formally employed workers to support one pensioner; fewer than 30% of BiH citizens of retirement age received old-age pensions; and only 2% of the unemployed received unemployment benefits⁹⁰. These demographic shifts will have significant implications for growth, living standards and fiscal sustainability.
71. By 2025, the success of BiH and UN cooperation efforts will be seen in:
- » More effective planning, budgeting and spending on health and social protection services,
 - » More people, especially from vulnerable groups, enjoying health insurance or expanded coverage under the health systems,
 - » Improved capacities of health care professionals for provision of services.
 - » More effective referral mechanisms in health, social and child protection systems to connect vulnerable groups to essential services.
- Cooperation between BiH authorities and the UN system will focus on four important conditions that will contribute to these changes.
72. First, **investments must flow more predictably** and cost-effectively to where identified needs are greatest, including at the subnational level. Too often, plans and strategies intend to reach excluded and marginalized groups, but the associated budgets and implementation measures are insufficient. Strengthened health and social protections systems require a renewed focus on quality assurance, improved financing and health information systems, improved technical capacities of health care professionals and the cost-effectiveness of medicines, vaccines and medical devices. Key health stakeholders will have enhanced capacities to undertake results based budgeting and fiscal space and costing analyses to improve efficiency of health and social protection spending. Health and social welfare institutions have enhanced capacities to develop policies and legislation leading to universal health coverage and improved coverage of social protection benefits and social welfare services. BiH and UN cooperation efforts will support local authorities to develop and implement targeted approaches that are tailored to local conditions and needs.
73. Second, renewed efforts are needed to increase the coverage of essential **immunization and family planning services**. The UN system will help to address the structural factors that have reduced programme effectiveness. For immunization, this includes more investments in health promotion to counteract vaccine hesitancy, improve procurement planning and develop targeted approaches to address districts with the

⁸⁹ UN General Assembly, Human Rights Council, Draft report of the Working Group on the Universal Periodic Review (UPR): Bosnia and Herzegovina, A/HRC/WG.6/34/L.14, 15 Nov, 2019.

⁹⁰ (1) UNDP calculations, based on data (for most recent year available) from the ILO World Social Protection Report 2017-2019; (2) *World Bank ASPIRE data base (2015 data)*.

lowest coverage. For family planning, renewed efforts are needed to finance and deliver quality services for all women country-wide, in line with the 2012 Policy on Sexual and Reproductive Health and Reproductive Rights in BiH. This includes pregnancy, prenatal and postnatal care.

74. Third, **a focus on vulnerability and non-discrimination** must be institutionalized. Line ministries, agencies and CSOs will have enhanced capacities to deliver a multi-sectoral response to all forms of violence in line with international standards. Vulnerable groups will have new information resources and mechanisms to help them to exercise their rights to health, social protection and protection from all forms of violence. At local levels, the UN system will support strengthened, multi-sectoral mechanisms and referral systems to prevent and offer protection from gender-based violence and violence, abuse and exploitation of children.
75. Fourth and instrumental to all changes above, improved **data** are essential for effective targeting and management of health and social protection spending and programmes. For all health, social, and child protection systems in BiH a great challenge concerns the lack of **sex-disaggregated data**, especially for vulnerable groups. This provides little insight into their access to services and quality of life. Legal, institutional and socio-economic barriers impede their fair access to services, making them more vulnerable and exposed to violence, health risk factors and poverty. The UN system will support BiH institutions to strengthen capacities to systematically collect, analyse and use disaggregated data to inform policy development with special focus on most vulnerable groups.

III. People centered governance and rule of law

Outcome 4. By 2025, people contribute to, and benefit from more accountable and transparent governance systems that deliver quality public services, and ensure rule of law

Theory of change

76. The Reform Agenda offers a direct response to the EC Opinion, with priorities to address major structural challenges that impede effective governance and rule of law. In line with this agenda, the theory of change underlying this outcome is that practical reforms to make governance systems more accountable and transparent will enable BiH authorities to deliver effective public services, strengthen their relationships with people and build greater public confidence in BiH institutions and rule of law.
77. More accountable and transparent governance systems will enable BiH authorities to partner more effectively with people to shape and deliver more responsive policies, laws and public services, including in response to the current refugees and migrant situation in the country. Efforts will also focus on leveraging technology to modernize public performance and support digital governance and increasing women's participation in political and economic decision-making.
78. At Cantonal and local levels, tangible new skills, abilities, and mechanisms will be developed, in partnership with BiH authorities to strengthen citizen consultation and participation in policymaking, and revise or develop policies and programmes that are gender-responsive, and inclusive of other vulnerable groups for targeting and service delivery. UN system agencies will continue to support BiH authorities to collect SDG-related data and use it to strengthen the evidence base for governance-related policies and plans that are aligned with the long-term sustainable goals as set forth in the emerging SDGs Framework in BiH as well as to tap into financing from private sector for SDGs implementation. The expected results under this priority are *pre-conditions* for the success of efforts to diversify the economy and to deliver prosperity that is more fairly shared (outcome 1). Cooperation is expected to support BiH authorities to implement preliminary recommendations from the recent

UPR to protect and promote human rights through an evidence-based approach and to strengthen human rights policy coordination between authorities to address discrimination against women and vulnerable groups⁹¹.

79. By 2025, the success of BiH and UN cooperation efforts will be seen in:

- » Improved perceptions about, and increased satisfaction with, the transparency and quality of key public services;
- » Implementation of international standards of governance at local levels, especially related to gender equality;
- » Increased use of e-government platforms to facilitate day-to-day business and transactions.
- » Strengthened implementation of country-wide strategies to prevent and respond to gender-based violence and violence against children and to promote greater public roles for women.
- » Improvement in objective measures about how well policies and services are reaching vulnerable groups and providing genuine opportunities for them to improve their livelihoods, especially displaced families, and refugees and migrants.

80. There are six necessary conditions for more accountable, transparent institutions that can deliver effective and efficient public services and enforce the rule of law:

81. First, streamlined and 'smarter' policy and regulatory framework development⁹² is a must for tangible progress on priorities for EU-accession and SDG-related targets. This will require improved working mechanisms for coordination of effective implementation between authorities. Enhanced performance monitoring is also central to moving beyond the impasse that has prevented implementation of governance reforms. New review mechanisms and ways of working with objective data and statistics are needed by authorities and civil society groups to better reflect vulnerability and gender equality concerns implementation measures for policies, programmes, and related budgets.

82. Second, these efforts will be accompanied by public administration and civil service reform efforts to shift toward merit and performance-based employment in public service and a professional civil service that is more resilient to political interference. Good governance benchmarks and public report cards vetted by objective 3rd parties have the potential to institutionalize new merit-based standards and respond to people's demands for accountability. In targeted ministries and departments, civil servants will be able to demonstrate new skills⁹³ for evidence-based policy innovation, cross-sector collaboration, and public consultation. In all the above, BiH authorities will have new skills and abilities to improve access to justice, uphold their commitments to human rights and non-discrimination, and provide better functioning protection mechanisms and humanitarian assistance for vulnerable groups.

83. Third, businesses, communities, and people need to see tangible changes and benefits from this traction in governance performance. Authorities need to move closer to people with a renewed 'service provider' mindset: This means new channels and mechanisms to deliver quality services in a more direct manner to citizens and businesses. Authorities will be supported to implement e-government platforms and digital technology services to streamline access to public services and increase people's abilities to provide feedback about their quality and timeliness and to call-out, safely, instances of discrimination and abuse of power.

84. Fourth, increased traction for governance reforms, and more people-centered policy and services will need the assurance that comes from enhanced community and border management. Relevant BiH authorities will have new capacities to prevent illicit arms trafficking, improve border and freight management and provide reliable

⁹¹ UN General Assembly, Human Rights Council, Draft report of the Working Group on the Universal Periodic Review (UPR): Bosnia and Herzegovina, A/HRC/WG.6/34/L.14, 15 Nov, 2019.

⁹² This involves a shift away from '*regulate and forget*' toward a regulatory framework that is **adaptive, open to experimentation, focused on results, and collaborative** across sectors, administrative jurisdictions and with the private sector. Deloitte Insights, [The Future of Regulation – Principles for regulating emerging technologies](#), dld Oct 2018.

⁹³ See 6 characteristics of a '[high performing civil service](#)' M. Jarvis, Mowat Centre, School of Public Policy & Governance, University of Toronto, 2016.

data, supporting increased interdictions and arrests. Community safety management plans will be developed in selected municipalities to help combat organized crime and efforts will continue to support BiH authorities to effectively manage war remnants and halt the proliferation of SALW.

85. Fifth, the migration management and asylum system needs further strengthening to adequately respond to increased migrant and refugee flows which began in 2018. BiH lacks adequate and sustainable reception capacity, primarily for vulnerable individuals with specific needs, and there are no comprehensive integration programs. The UN system will support BiH authorities to establish a sound protection environment with new capacities and mechanisms for status determination procedures, fair protection processes and documentation, strengthened responses for unaccompanied or separated children (UASC), and enhanced legal frameworks and effective coordination.
86. Sixth, and central to this and all other outcomes, cooperation will continue to address traditional **gender roles and gender-based exclusion** that are still widespread in BiH, reflected in indicators ranging from labor-force participation to the composition of the BiH parliament. While the legal and institutional frameworks for women's rights and gender equality are largely in place, gender-based social exclusion continues to exist at many levels⁹⁴. The most significant inequalities are economic: employment and access to economic resources, family planning, unpaid work, family care, property ownership, pay gaps, entrepreneurship opportunities, and traditional and patriarchal values. Women, and especially those from poor households and rural areas, are largely excluded from decision-making and from communication channels with their authorities. This limits their capacities to raise their voice and express their needs. Roma women and girls often doubly discriminated against⁹⁵. Domestic violence is persistent and under-reported, with few effective protection measures. Women's political participation remains low and women are not equal in decision-making processes in public and private life⁹⁶.
87. The UN system will work with BiH authorities to support effective implementation of existing country-strategies and plans, in line with international commitments and standards. Mechanisms and responses will be strengthened to prevent and respond to violence against women and girls and to increase their participation decision-making in public life. The UN system will also help to identify and address major gaps in the availability of sex-disaggregated data, particularly for vulnerable groups and to enhance understanding and policy response to address legal, institutional and socio-economic barriers.
88. For all the above, local partnerships at Cantonal and Municipal level will be explored to deliver integrated, quality work packages that can bring faster, more visible changes to people's lives. Effective local action plans, implementation, and monitoring will highlight components that can be taken quickly to scale country-wide
89. Combined, the outcome and contributing results and strategies will make specific and valued added contributions for more coherent and transparent governance institutions that are free from corruption. Governance reforms are often opaque and difficult to communicate to the interested public. BiH-UN support for the governance initiatives under the Reform Agenda will benefit from a closer alignment with specific requirements under the Acquis and related to specific Copenhagen criteria as well as specific, domesticated SDG targets. These offer the possibility of a new narrative about trust in BiH authorities, peace and the rule of law.

⁹⁴ The Constitution of BiH includes the Convention on the elimination of all forms of discrimination against women (CEDAW), and the country has ratified the Council of Europe Convention on preventing and combating violence against women and domestic violence (the Istanbul Convention). The CEDAW commitments and recommendations of the Committee for the Elimination of Discrimination Against Women, as well as other UN recommendations on women's human rights and gender equality, are included in the priorities of the third Gender Action Plan 2018-2022. In 2015, BiH adopted a Framework Strategy for the implementation of Istanbul Convention for the period 2015-2018. BiH is regularly reporting on its progress towards international bodies for gender equality and advancement of women's human rights; civil society is closely following all reporting and is submitting alternative reports accordingly.

⁹⁵ Rural women and Roma women have limited access to social protection benefits and to health insurance compared to urban women and men.

⁹⁶ UN Common Country Analysis for BiH (CCA), UN, 2019 (draft), 26-27, 36.

IV. Citizen and community engagement for social cohesion

Outcome 5. By 2025, there is stronger mutual understanding, respect and trust among individuals and communities

Theory of change

90. This cooperation outcome is an *enabler* for all other outcomes and for the EU accession and SDG-related priorities of BiH authorities. The theory of change underlying this outcome is that increased levels of mutual respect, trust and empathy between people and communities across all of BiH will help to address the reconciliation deficit and contribute to greater social cohesion and stability. Without greater trust and confidence in society, efforts to diversify the economy, strengthen the quality of and delivery of basic services, and enhance governance and rule of law cannot succeed. Cooperation is expected to support BiH authorities to implement preliminary recommendations from the recent UPR to eliminate social exclusion and all forms of discrimination and ensure the political participation of all citizens, at all levels of governance⁹⁷.
91. By 2025, the success of BiH and UN cooperation efforts will be seen in:
- » More people and especially young people expressing higher levels of trust in society and a view that reconciliation is possible;
 - » More people and especially young people expressing trust in people from other religions and political convictions;
 - » Larger numbers of people and especially young people taking part in community level initiatives that promote dialogue and peacebuilding, and fewer hate-related incidents.
92. Four conditions are necessary for the achievement of the outcome. These concern tangible new skills and abilities, products and services that will be produced in close cooperation by BiH authorities, the UN and other partners in civil society:
93. First, local environments of trust are needed for more sustained engagement and dialogue between citizens, especially amongst those who disagree about the causes and outcomes of the war and those who feel disenfranchised, excluded, and without hope. The UN system will work with local organizations to design and deliver informal education, events, and services that promote increased citizen engagement and strengthen social cohesion, tolerance and mutual understanding. Young people are potential ‘game changers’, providing alternative voices for social cohesion in divided communities. To this end, a special focus will be placed on youth serving organizations and leaders who will be provided opportunities to develop new capacities to design and deliver trauma transformation and peacebuilding programmes with their peers. The UN system will also support initiatives to strengthen social cohesion in migration-affected communities.
94. Second, local authorities also require new skills to engage with and respond to their constituencies, to embrace rather than avoid local complexities, and to ensure that dialogue is matched with improved, quality basic services (under outcome 2) more effective local governance, including respect for human rights and gender equality and respect for human rights (under outcome 3).
95. Third, a stronger demand-side component is needed to find champions for change amongst the Authorities, municipal and local community leaders, and community groups to hold officials to account for their commitments. New agents of change to increase demands for concrete governance reform and performance may be drawn from business leaders, social media influencers, religious leaders, journalists, and academia. Changing mindsets and encouraging new behaviours among citizens will encourage constructive, critical thinking and help to make society resilient to corruption and patronage systems. New approaches to public

⁹⁷ UN General Assembly, Human Rights Council, Draft report of the Working Group on the Universal Periodic Review (UPR): Bosnia and Herzegovina, A/HRC/WG.6/34/L.14, 15 Nov, 2019.

consultations and citizen engagement are needed to demonstrate a willingness of those in power to be held accountable for substantive policy choices and programmes and for the cost-effective use of public resources.

96. Finally, UN and international partners must work more effectively to converge and scale up fragmented peace-building initiatives in BiH and the Western Balkan region to create a critical mass of support to prevent conflict and sustain the peace. For the UN system, this will be guided by the **Western Balkans Action Plan**⁹⁸. The Plan calls for increased engagement, including by UN senior officials, of authorities at all levels of government, to actively reduce tensions and divisions between communities and states. Under the Plan, the UN is also seeking to support agents of change that could help contribute to dialogue, trust-building and reconciliation, and to support transitional justice initiatives. The UN will also engage key international actors, including the *EU, OSCE, and bilateral ODA partners*.
97. Combined, the outcome and contributing results and strategies will make specific and valued added contributions to help rebuild trust and to encourage constructive dialogue. Without these intangible, non-technical aspects of the transition process, the region will continue to struggle to break-down barriers between groups and their leaders and to address rooted, structural challenges.

3.5 Synergies between outcomes

98. In line with the 2030 Agenda for Sustainable Development, each of the priorities and outcomes embody a **nexus of key changes**. There are important linkages between the outcomes:
- » *Within* outcome 1, accelerated economic diversification and shared prosperity in BiH will depend upon the sustainable management of its considerable natural wealth. Efforts are needed to reduce fragmentation in policy frameworks and to promote more integrated and sustainable economic policy making in line with low carbon, green economy principles.
 - » Economic diversification under outcome 1 will depend upon credible and relevant reform of employment policy and with efforts under outcome 2 to forge effective, ongoing institutional coordination between employers and decision-makers in education and training institutes. This is essential to close the skills gaps or the discrepancy between the skills of BiH workers, especially young people, and those demanded in the labour market for businesses to compete locally, regionally, and with EU competitors⁹⁹.
 - » Efforts to strengthen the governance of the health and social protection systems under outcome 3 will depend upon legislative and regulatory reforms for stronger public administration under outcome 4. In particular efforts to strengthen institutional capacities for implementation of existing country-wide frameworks and strategies related to gender-based violence and violence against children (outcome 4) will be complemented by local level initiatives through health and social services to implement effective referral and protection mechanisms for more rapid progress (outcome 3).
 - » Under outcome 4, support to BiH authorities to implement their commitments to international standards for rule of law, access to justice, and gender equality will make important contributions for the implementation of all outcomes, and particularly the conditions for sustainable economic growth and opportunities for young people, women and other vulnerable groups.
 - » Outcome 5 related to trust and social cohesion represents a major 'demand-side' approach to strengthen citizen dialogue and also to increase demands for greater transparency and accountability in public administration and services. It is instrumental to all outcome, but especially outcomes 1 (sustainable economy) and 4 (good governance) to build confidence in decision-making processes of BiH authorities, knowing their voices are being heard.

⁹⁸ UN system-wide commitment to strengthen its support for trust-building and dialogue in the region, as agreed by UN leadership in 2019.

⁹⁹ These links could pave the way for the development of a comprehensive employment policy framework and local employment plans with high levels of private sector engagement.

99. For all outcomes:

- » The planned results and indicators of BiH-UN system cooperation will continue to address **gender-based exclusion**, which continues at many levels. Traditional gender roles are still widespread in and can be seen in a range of indicators ranging from gender-based violence to labor-force participation to representation of women on national and local councils. The UN system will continue to support BiH authorities to meet their international commitments by addressing gaps in legislative and institutional frameworks and building capacities for gender analysis and gender-responsive programming
- » Sound policies and effective strategic planning, budgeting, and performance management will depend upon **reliable, disaggregated statistics** and a greater focus on **actual implementation** and performance monitoring. Attention is needed to produce data disaggregated by gender, age groups, income groups, employment, education, and disability status, and for systematic sharing and communication¹⁰⁰. The UN system will work with the statistical bodies of BiH authorities to strengthen the quality and availability of data for effective policymaking and programme implementation.
- » Partnerships and implementation strategies will examine **local, area-based convergence** of cooperation efforts at Cantonal and Municipal levels and with community actors. Tailored joint initiatives will be designed with local authorities to bring faster, more visible changes to people's lives. Effective monitoring will highlight components that can be taken quickly to scale country wide.

100. Lastly, stronger **regional cooperation** is needed in areas such as population development, water, energy, environment, sustainable transport, transit and connectivity, trade, statistics, and gender equality. In particular, the United Nations adopted a region-wide plan of action in June 2018 that calls on the Organization to prioritize its peace and security, development and human rights efforts toward strengthen trust-building, constructive dialogue and social cohesion in the Western Balkans. The CF and the plan of action are complementary as the United Nations helps create an environment that should be governed by common socio-economic priorities and aspirations; and greater opportunity, stability and security for all groups and all countries in the region. These efforts tie into the broader sustaining peace work of the United Nations as well as the Secretary-General's own call for a concerted effort for solutions leading to long-term stability in the Western Balkans.

3.6 Sustainability

101. Notwithstanding the complex governing arrangements and programme environment in BiH, the CF priorities and outcomes are a clear, validated response to BiH priorities. This is a first, essential element of sustainability. Additionally, cooperation results will be addressed through capacity development and enhanced cross-sector collaboration. Tangible capacity development¹⁰¹ that will extend beyond training and skills development, to generate sustainability, support the scaling-up of good practices, and address any discriminatory attitudes and practices. The UN system and BiH authorities will base capacity development initiatives on sound capacity assessments and innovative measures to address institutional bottlenecks that impede results at local levels. The partners will continue to promote stronger, deeper engagement with the private sector, as drivers of economic diversification, and with civil society groups to create more space for their services at community level, and especially for vulnerable groups.
102. BiH authorities and the UN system will pursue *cross-sectoral approaches*. Including mechanisms to encourage greater inter-ministerial and inter-agency coordination for enhanced planning, implementation, and monitoring in line with international standards.

¹⁰⁰ To better understand education and employment challenges for girls and women it will be important to develop national capacity in household and time-use surveys

¹⁰¹ Capacity development: Capacity development is the process whereby people, organizations and society as a whole create and strengthen their skills and abilities for positive economic, social, and environmental change. A capacity development approach will inform all aspects of this CF.

3.7 UN comparative advantages and UNCT configuration

103. The UN is committed to harnessing its comparative advantages to work jointly and more effectively with country partners to embrace new ways of thinking and doing. The priorities and expected outcomes of this cooperation are catalytic, cross-sectoral, and based upon multi-stakeholder engagement and action. Full implementation will draw upon the comparative advantages of the UN system:
- » A **longstanding presence** in the country, providing institutional and contextual knowledge,
 - » A **neutral partner**, upholding **international commitments**, norms and standards, in line with the international commitments of BiH authorities,
 - » A **convener** of current and potential partners supporting SDG achievement in BiH, including BiH authorities at all levels, civil society groups and community partners, the private sector, and regional and international partners, including IFIs;
 - » Application of **cross-sector approaches** and coordination for complex cross cutting issues such as efforts to address exclusion and vulnerability ('no one left behind'), gender equality and women's empowerment, climate change and rights-based approaches to development,
 - » Wider **cross-border, regional, and thematic perspectives** to respond to the sustainable development agenda and SDGs,
 - » **Evidence-based policy advice and technical expertise**, including advocacy for vulnerable groups in laws, policies, and national and sector programmes, and
 - » Support for the collection, analysis, and use of **disaggregated data**, including through household surveys, in line with international standards.
104. In particular the UN system will place greater emphasis, compared to past frameworks, on its normative, convening, and facilitating roles. Policy, legal, and technical advice, in line with the international commitments of BiH and international standards, will be at the fore of cooperation efforts. Service delivery and the use of parallel implementation arrangements will only be considered in the absence of alternative capacity in BiH and civil society institutions.
105. **UNCT Configuration:** In order to fully deliver on its commitments under this CF, UN system agencies will review their staffing structures and competencies and capitalise on resident and non-resident UN agency capacities and assets. Where needed, additional expertise will be sought to deliver cooperation results and initiatives, including:

4. Implementation plan

106. Implementation of the CF is based on the principle of partnership with relevant BiH authorities, on the basis of the BiH Constitution. In order to ensure coherence and effectiveness for the achievement of CF results, country-wide, implementation will take place with a coordinated approach involving relevant BiH authorities at all governing levels.

4.1 Implementation strategy and strategic partnerships

107. BiH authorities and the UN system will employ cost-effective and coherent mechanisms to plan, finance, deliver, monitor and report on CF results and their expected contribution to BiH priorities. Based upon the detailed cooperation results and strategies described in section 3 and the results matrix (Annex A), emphasis is placed on the achievement of planned outcomes, and coordinated, coherent efforts to make tangible, measureable contributions to BiH priorities.
108. A financing strategy will be developed to address funding gaps for CF outcomes and, pending its endorsement by all BiH authorities, for the achievement of the SDG Framework in BiH and domesticated SDG targets¹⁰². The strategy will promote cost-sharing and stronger partnerships with the private sector, including individual donors and corporate partners, for the planned outcomes and related programmes and projects. New sources of finance will be identified, including options for blended finance and influencing the policy environment to facilitate greater resource flows for SDG-related country priorities.

4.2 Governance

109. The programme will be nationally executed under the overall co-ordination of the CF Steering Committee in BiH. Coordinating authorities for specific UN system agency programmes are noted in Annex B. BiH authorities, NGOs, INGOs and UN system agencies will implement programme activities. The CF will be made operational through the development of joint work plan(s) (JWPs) and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed CF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the CF and joint or agency-specific work plans and / or project documents¹⁰³.
110. Governance arrangements for the CF will enhance joint work and reduce duplication:

Steering committee

111. The CF Steering Committee (SC) provides strategic guidance and direction and reviews overall performance of the CF. Membership and decision-making will be inclusive, adapted to the BiH context. It is co-chaired by the UN Resident Coordinator (RC) and a designated coordinating representative of the BiH authorities. Its members will comprise representatives of BiH authorities and the heads of UN system agencies. It meets at least once per year and may be convened by the co-chairs as required. The work of the SC will be supported by the office of the UN Resident Coordinator (RCO), acting as secretariat. Discussions and decisions of the SC will be reported to relevant levels of BiH authorities for formal information sharing and accountability. Regular liaison and information-sharing will be established between the SC and the future

¹⁰² Sustainable Development Goals Framework in BiH, June 2019 (DRAFT).

¹⁰³ In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted workplan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in a workplan, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the workplan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the workplan.

institutional mechanism for the SDG framework in BiH to ensure full alignment of the CF with SDG-related planning and implementation activities in BiH.

Programme Management Team

112. To maximize strategic coherence across the expected outcomes, a single PMT will be established. It monitors achievement of planned CF results and advises the SC and UNCT on opportunities and challenges in the evolving programme environment. The Programme Management Team (PMT) is a technical coordination mechanism that supports CF implementation by performing five core functions: (1) Joint analysis and data collection, (2) Annual planning, monitoring and reporting, (3) Cross-agency coordination of development activities, and (4) Identification of joint initiatives, including potential joint programmes, and (5) Identification of new sources of funding for CF results and financing for wider SDG achievement in BiH. Using a single **joint work plan (JWP)** for all CF outcomes, the PMT coordinates and monitors the achievement of CF results and their contribution to BiH priorities. The PMT will liaise closely with *existing* country sector or thematic coordination bodies.
113. The PMT is co-chaired by a Head of Agency, on a rotating basis, and the chief of the RCO, subject to UNCT designation. The co-chairs act on behalf of the entire UNCT to ensure effective coordination of the PMT and implementation of its core functions in support of CF implementation and monitoring. Members of the PMT comprise the senior programme staff from each UN system agency involved in the CF. They are accorded the authorities needed to represent their agencies in the PMT and provide consolidated contribution on behalf their agencies to the work of the PMT. Secretariat support for the PMT is provided by the RCO. The PMT will coordinate and engage additional UNCT staff and relevant capacities to the extent required for more effective implementation of its core functions.

Joint Work Plan

114. The PMT prepares a single, biennial **Joint Work Plan (JWP)**, in consultation with BiH authorities, for **all the CF outcomes**. The JWP reflects planned cooperation outputs, all key UN system-supported activities, delivered jointly or by individual agencies, resources that are required and available as well as funding gaps. The JWP is an important and effective tool to maximise synergies across the CF outcomes and avoid duplication as well as reduce transaction costs for the UNCT as well as the BiH partners. During the annual review and reporting exercises, the biennial JWP will be reviewed, re-assessed and potentially adjusted in line with new and emerging priorities in the country.

Operations Management Team and Business Operations Strategy

115. The Operations Management Team (OMT) provides support and advice to the UNCT and SC about efforts to harmonize business operations and contribute to the delivery of CF results. The OMT will explore opportunities for **common back office services** for timely and cost-effective support for procurement, finance, human resources, logistics, ICT, and facility management. The OMT will also be responsible for the design, implementation and monitoring of the subsequent UNCT Business Operations Strategy, outlining mid-term strategic goals for greater UNCT operational cohesion, effectiveness and efficiency in line with the ongoing UN reform efforts. The OMT is chaired by a (resident) Head of Agency on a rotational basis. Members are drawn from among the senior operations officers from UN system agencies.

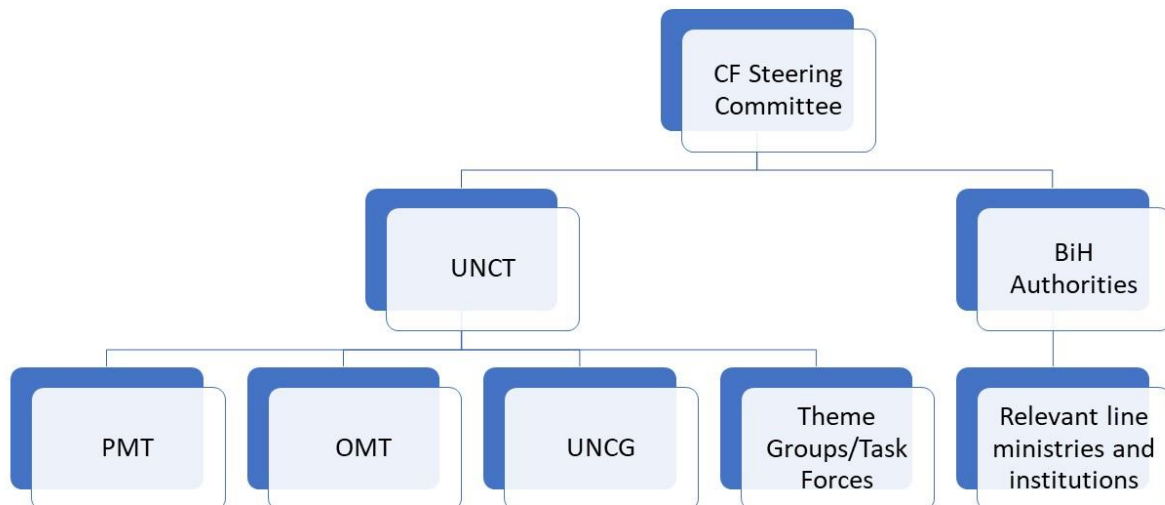
United Nations Communication Group (UNCG)

116. A United Nations Communication Group (UNCG) will work to increase awareness and visibility of CF results. It pools communication expertise and resources and enhances joint communication. It is chaired by a Head of Agency on a rotational basis, who reports directly to the UNCT on the group's planned activities and results.
117. In addition, the SC and UNCT *may* establish working groups in thematic areas such as Gender Equality and Young people, and to address substantive concerns that have a regional dimension, such as migration

management. These groups will share information and support the integration of thematic concerns during CF implementation, monitoring, and evaluation. Upon decision of the UNCT and in line with identified needs, ad-hoc UNCT Task Teams may be established addressing a specific issue within a limited timeframe.

118. In case of emergencies, the Humanitarian Country Team (HCT) will be activated to support Government efforts in terms of humanitarian response and will ensure synergies between humanitarian and developmental processes in order to build resilience and mitigate future natural hazards or other emergencies.
119. All internal UNCT coordination bodies are expected to closely coordinate their work for effective implementation of the CF. The UNCT will serve as the overarching reporting and decision-making mechanism for all internal UNCT coordination bodies. The chairing authorities set at the Heads of Agencies level will update and inform the UNCT on the work of the UNCT coordination bodies during regular UNCT meetings ensuring full alignment and synergy across their work. The UNCT is the decision-making authority for all the aspects related to the internal UNCT coordination bodies.

Figure: Governance arrangements for the CF



Harmonized Approach to Cash Transfers

120. UNDP, UNFPA, and UNICEF use a harmonized approach to cash transfers (HACT). All cash transfers to an Implementing Partner are based on the Work Plans agreed between the Implementing Partner and the UN system agencies. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).
121. Cash transfers for activities detailed in the joint work plans can be made by the UN system agencies using the following modalities:
 1. Cash transferred to a national institution for forwarding to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement).
 2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
 3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.
122. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.
123. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities shall depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN¹⁰⁴ Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.
124. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.
125. In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner within 14 days.
126. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 14 days.
127. The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor.
128. Where the UN system agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.
129. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of joint work plans will be used by Implementing Partners (IPs) to request the release of funds, or to secure the agreement that the UN organization will reimburse or directly pay for planned expenditure. IPs will use

¹⁰⁴ For the purposes of these clauses, 'the UN' includes the IFIs.

the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the IP.

130. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the WPs only.
131. Cash received by the Government and national NGO IPs shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds, unless prescribed differently by agency requirements. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.
132. In the case of IPs that are international NGOs, CSOs, and IGOs, cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the full utilization of all received cash are submitted to the UN organization within six months after receipt of the funds, unless prescribed differently by agency requirements.
133. To facilitate scheduled and special audits each IP receiving cash from a UN system agency will provide the UN system agency or its representative with timely access to:
 - » All financial records which establish the transactional record of the cash transfers provided by a UN system agency, together with relevant documentation
 - » All relevant documentation and personnel associated with the functioning of the Implementing Partners' internal control structure through which the cash transfers have passed
134. The findings of each audit will be reported to the IP and UN system agency. Each IP will furthermore:
 - » Receive and review the audit report issued by the auditors,
 - » Provide a timely statement of the acceptance or rejection of any audit recommendation to the UN organization that provided cash, and to the SAI, before submitting it to the UN system agency,
 - » Undertake timely actions to address the accepted audit recommendations,
 - » Report on the actions taken to implement accepted recommendations, to the UN system agencies and to the SAI, on a quarterly basis or as locally agreed.
135. The audits will be commissioned by the UN system agencies and undertaken by third party audit services.

Resource Mobilization Strategy

136. The UN system agencies will provide support to the development and implementation of activities within the CF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental [and Civil Society] organizations as agreed within the framework of the individual work plans (WPs) and project documents.
137. Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.
138. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

139. Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the CF. These budgets will be reviewed and further detailed in the work plans and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

5. Monitoring and evaluation

5.1 Monitoring plan

140. Monitoring, reporting and evaluation of the CF is based on the expected CF results and indicators in the results matrix (Annex B). The CF is a *living* framework. Arrangements for monitoring and evaluation (ME) will enable BiH authorities and the UN system to compare actual progress against expected results, track and report on resources mobilized and delivered, identify lessons, and adapt results and strategies to respond to changes in socio-economic conditions and emerging priorities. The primary responsibility for assessing performance rests with the SC and UNCT on the basis of routine monitoring and reporting by Results Group (RG).
141. In addition to monitoring progress toward the outcome indicators provided in the results matrix, BiH authorities and the UN system will track changes in the sentinel impact indicators (para 40) and other domesticated SDG indicators provided by the BiH statistical agencies. Gaps in data will be addressed through ongoing support to BiH statistical offices, and surveys or other studies identified as a part of cooperation. Targets for CF outcomes are *preliminary* and *provisional* pending further alignment with the policies and plans of BiH authorities. As far as possible data for baselines and targets will be disaggregated by sex, age groups, area, income, and sub-population groups, especially vulnerable groups.
142. Throughout the ME process, ownership and leadership by BiH authorities is essential to sustain the demand for CF performance information and to use that information for learning, managing, and adjusting strategy and resources for greater impact. BiH authorities and the UN system will, together, identify priorities for ME capacity strengthening.
143. Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by **cash transfers** and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:
- a. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies,
 - b. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,
 - c. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

Risks

144. On the basis of country analytic work, the major risks to cooperation and sustained progress toward achievement of the SDGs are:

- » Potential institutional deadlocks, lack of the coordinated and dedicated approach towards the sustainable development agenda and constraints in decision-making and financing for critical country-wide frameworks and policies;
 - » Potential changes in the process, criteria, and requirements for EU accession, providing additional hurdles for BiH candidacy;
 - » Unfavorable economic and trade trends, including global recessionary fears, that could negatively affect the BiH current account and balance of trade, and the ability to implement development initiatives;
 - » Further deterioration of citizen's trust in the institutions and systems in place, with a greater spread of apathy and even greater numbers of people emigrating;
 - » Deepening social polarization which may impede dialogue and social cohesion in the country, increasing the potential for conflict;
 - » Major talent and labour gaps created by population decline due to out-migration, low fertility and population ageing;
 - » High risks from natural hazards and potential emergencies and insufficient institutional and local preparedness to respond; and
 - » Decreasing international commitments and financial support due to the status of BiH as an upper middle income country and prolonged institutional challenges.
145. Of all risks, the most critical is the ongoing out-migration and loss of young people and the most skilled professionals and workers, combined with an ageing population. Without concerted efforts to reverse this trend, it will have major, negative impacts on economic development and the sustainability of health, social protection, and education systems.
146. The risk management strategy involves:
- » Stronger, more sustained cross-sectoral policy and programme coordination, led by the SC. This will help to sustain links between the planned CF results and the policies and plans of BiH authorities, and to ensure that data and evidence are being used to influence CF implementation.
 - » Efforts to operationalise *existing* policies, strategies and service delivery frameworks of BiH authorities and to build new capacities for effective, cross-sectoral approaches at Cantonal, Municipal and community levels, with a focus on vulnerable groups.
 - » Consistent, impartial advocacy and policy dialogue, based on the SDGs, to develop cost-effective models and options to enhance the quality and coverage of essential services, within programmatic and budgetary constraints.
 - » Ongoing review and updating of the contingency plans of BiH authorities and the UN system to respond to natural hazards or disasters and emergencies.
 - » A CF financing strategy, driven by the SC, that promotes stronger partnerships with civil society, the private sector, and IFIs.

5.2 Review and reporting

147. Effective review and reporting will compare actual progress against expected results and communicate the *contribution* of cooperation results to BiH priorities. The primary responsibility for assessing the progress of CF implementation rests with the CF Steering Committee (SC) and UNCT. This is done on the basis of routine monitoring and reporting by the PMT against detailed results and activities described in the JWP. As noted above, UN system agencies will improve the capacities of BiH statistical agencies to produce

disaggregated data, aligned with the SDGs¹⁰⁵, and to strengthen the dissemination and use of data and statistics for evidence-based policy formulation and planning.

148. The main steps involved in monitoring, review and reporting about planned CF results are:

- » Routine progress monitoring by the PMT and UNCT and annual reviews by the SC to share information, track the achievement of CF outputs and their contribution toward CF outcomes and to country priorities and related SDG targets. This will be done using the results and indicators provided in the CF Results Matrix (Annex A) and the JWP. These reviews will enable the partners to adapt CF results and strategy to changes in socio-economic conditions, and new, emerging priorities.
- » Preparation of **one annual CF results report**¹⁰⁶ that describes actual outputs delivered against those planned in JWP and *progress towards* the CF outcomes and to BiH priorities, the sentinel impact indicators (para 40) and other domesticated SDG indicators and targets, as shown in the results matrix (Annex A). Reporting will be strengthened by the relationship between the SC, UNCT and the BiH SDG Working Group.

5.3 Evaluation plan

149. Evaluation of the CF in early 2024 will be used to measure achievements and to support the formulation of the next CF. The evaluation will assess the relevance of the CF outcomes, the effectiveness and efficiency of implementation by UN system agencies and partners, and the sustainability of results and their contribution to BiH priorities and related SDG targets.

150. A costed multi-year joint monitoring and evaluation plan for the CF is provided separately.

¹⁰⁵ For example, by: Sex, income, education level, and disability status.

¹⁰⁶ The progress update will follow the UNSDG Standard Operational Format and Guidelines for Reporting Progress on the Cooperation Framework.

Annex A. Theory of Change Organigram

BiH Priorities

- ✓ Sustainable Development Goals (SDGs) and domesticated targets
 - ✓ Accession to the European Union
- ✓ The Joint Socio-Economic Reforms ('Reform Agenda'), 2019-2022
- ✓ Human rights commitments and other internationally agreed development goals and treaty obligations

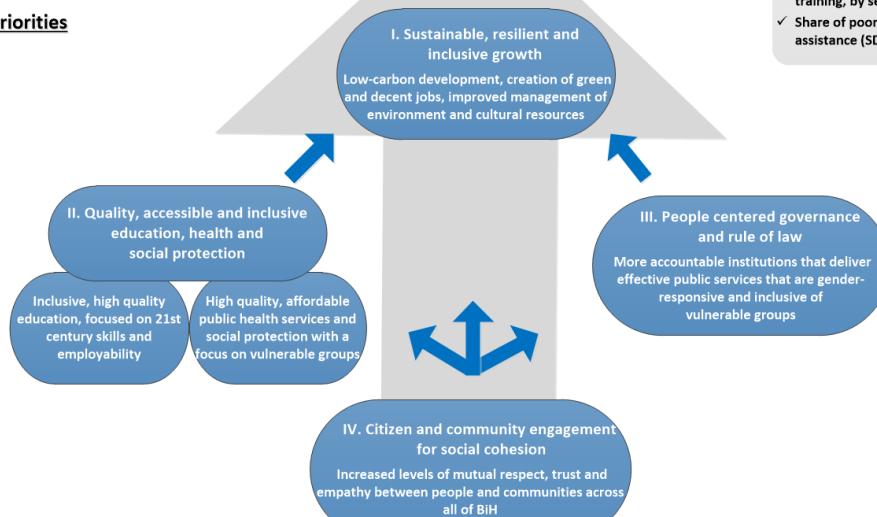
Sustainable and diversified economic growth, with benefits that are more widely and fairly shared

Progress tracked with 10 sentinel SDG indicators to 2030

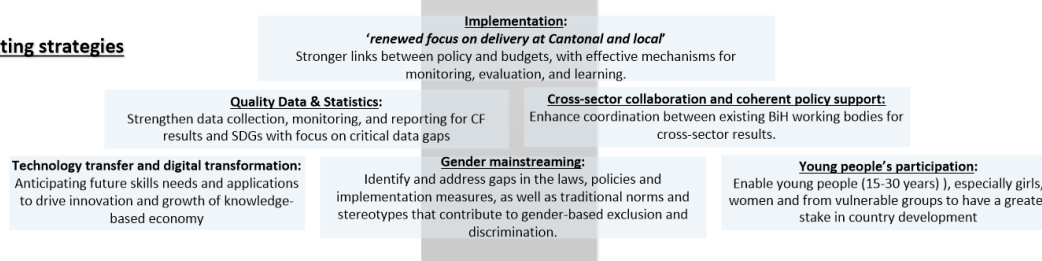
For example:

- ✓ Net migration rate
- ✓ Employment rates by sex (SDG 8.5.2)
- ✓ Shortfall in women's estimated GNI (SDG 5.a),
- ✓ Mortality rate attributed to NCDs by sex (SDG 3.4.1)
- ✓ Share of youth not in education, employment, or training, by sex (SDG 8.6.1)
- ✓ Share of poorest 20% of households receiving social assistance (SDG 1.3.1)

CF Strategic Priorities & Outcomes



Cross-cutting strategies



Assumptions:

- » The current multi-tier governing structure will continue for the duration of the CF, with increased reliance on local level planning and decision-making;
- » *SDG Framework in BiH and domesticated SDG targets* will be endorsed by BiH authorities
- » Strong engagement with international human rights bodies and mechanisms will continue
- » Recognition of the need to address discrimination, exclusion and vulnerability in the policies and programmes of BiH authorities AND to collect timely and reliable disaggregated data to understand those at risk of being left behind.

Annex B. Results Matrix

BiH & UN Results Matrix [2021-2025]				
CF priority: Sustainable, resilient and inclusive growth				
SDGs and targets ¹⁰⁷ : 1. No poverty: 1.2, 1.4; 2. Food security: 2.3; 5. Gender equality: 5.c; 6. Clean water & sanitation: 6.1, 6.2, 6.3, 6.4; 7. Affordable clean energy: 7.2.1; 8. Decent work & economic growth: 8.5.2; 9. Industry and innovation: 9.4.1; 10. Reduce inequality: Gini index of income inequality (<i>proxy: 10.1.1, 10.2.1</i>); 11. Sustainable cities, communities: 11.3.2, 11.6.1, 11.6.2, 11.b.1; Responsible consumption and production: 12.5.1; climate change: 13; 15. Life on land: 15.1.2, 15.4.1, 15.b.1				
SDG Framework in BiH (draft): 1. Good governance: ii. Rule of Law/Fundamental rights; 2. Smart growth: i. Entrepreneurship and innovation, ii. Green growth, iii. Smart natural resource management, iv. Environmental protection; Cross-cutting: Human capital for 21 st and Leave no one behind				
EU accession ¹⁰⁸ : (1) IPA-3 Public Administration Reform, Cross-border, Regional cooperation (connectivity, energy and climate change); (2)				
Joint Socio-Economic Reforms, 2019-2022 ¹⁰⁹ :				
I. Sustainable and Accelerated Economic Growth, Increased Competitiveness of the Economy and Improved Business Environment				
II.				
IV. Policies that Provide Opportunities to Youth, Women and other Vulnerable Groups				
'Implementation of these socio-economic measures is mutually reinforcing' and will '...facilitate BiH's integration in regional and European value chains. Further connectivity with neighbouring countries in transport and energy will strengthen the country's access to, and integration in, the regional market.' - Preamble				
Regional framework(s) and targets: Western Balkans Action Plan ¹¹⁰ : (3) Address challenges in the area of rule of law, including impunity, (4) Strengthening strategic coherence and effectiveness-UN and key stakeholders				
Outcome		Indicators, Baselines, Targets, Data source		Partners ¹¹¹
Outcome 1. By 2025, people benefit from resilient, inclusive and sustainable growth ensured by the convergence of economic development, and management of environment and cultural resources	1.a N ^a . Policy, financial or other stimulus measures endorsed to promote sustainable, green economy and low-carbon growth and living		BiH Authorities: » Relevant BiH authorities	
	Baseline (2019): 17	Target (2025): 25 (UNDP)	Source: BiH authorities' reports UN programme reports	UN: » ILO, FAO, UNDP, UNESCO, UNICEF, IOM, UN Women, UNODC, UNDRR, UNECE
	1.b Presence of comprehensive employment policy frameworks, in line with international standards (EPF to have focus on young people, including gender equality provisions and sex disaggregated data) (→ SDG 8.5.2) (Y/N)			

¹⁰⁷ See: <https://sustainabledevelopment.un.org/post2015/transformingourworld>, <http://unstats.un.org/sdgs/indicators/indicators-list/>

¹⁰⁸ Priorities for EU accession informed by: (1) Prospective outline of IPA-3 priorities, discussion with EU Delegation Office, BiH, Oct 2019. (2) European Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union EU, 29 May 2019.

¹⁰⁹ Joint Socio-Economic Reforms (**Reform Agenda**) for the Period 2019-2022, BiH Authorities, October 2019.

¹¹⁰ UN system-wide commitment to strengthen its support for trust-building and dialogue in the region, as agreed by UN leadership in 2019. .

¹¹¹ Partners to be more specifically defined during preparation of the biennial Joint UN Work Plans

BiH & UN Results Matrix [2021-2025]

CF priority: Sustainable, resilient and inclusive growth

	<u>Baseline (2019):</u> 1	<u>Target (2025):</u> 2	<u>Source:</u> BiH authorities' reports UN programme reports	<u>Other Partners:</u> » Relevant CSOs, international partners, and representatives of private sector and academia
1.c Availability of active labour measures (ALM) ¹¹² at local level designed in line with international labour standards (With focus on young people and including gender equality provisions and sex disaggregated data ¹¹³) (→ SDG 8.5.2; 8.6.1)				
<u>Baseline (2019):</u> 19	<u>Target (2025):</u> 38	<u>Source:</u> BiH authorities' reports UN programme reports		
1.d Number of natural and cultural heritage sites with approved, costed tourism management plan (<i>pending</i>) (→ SDG 8.9.1)				
<u>Baseline (2019):</u> #	<u>Target (2025):</u> #	<u>Source:</u> BiH authorities' reports UN programme reports		
1.e Total number of people who benefit from new job with support by the UN.				
<u>Baseline (2019):</u> 6,615 people (1,540 women) XXX people in tourism sector XXX green jobs	<u>Target (2025):</u> 9,000 people (3,000 women)	<u>Source:</u> BiH authorities' reports UN programme reports		
1.f SDG Indicator 15.1.2				

¹¹² Active Labour Market (ALM) measures most often involve a mix of five initiatives: (i) Training programmes to help workers improve their skills, often accompanied by income support; (ii) Public works programmes, often as part of public-private collaborations aimed at remote or poorer areas with large numbers of long-term unemployed; (iii) Employment subsidies for the hiring of unemployed persons, especially for groups facing significant barriers in the labour market, such as women, young people, and persons with disabilities; (iv) Self-employment and micro-enterprise creation policies and programmes that provide incentives and supports (micro-credit, business training, mentoring) for the start-up of SMEs; and (v) Public employment service (PES) to connect jobseekers and employers. ILO, [Finding proactive features in labour market policies](#): A reflection based on the evidence, 2018; ILO, [WHAT WORKS: PROMOTING PATHWAYS TO DECENT WORK](#), 2019.

¹¹³ ALM are particularly valuable for women, enabling young women to gain essential skills and work experience, as well as providing guidance in non-traditional work opportunities, and for adult women facilitating their re-entry into the labour market after breaks resulting from childbirth and child-rearing. Where women's labour force participation is low, ALM have shown greater, positive effects on employment for women than for men. Evidence shows that these results are strongest for skills-training programmes, and measures such as job-search assistance, hiring subsidies, and start-up grants. ILO, [Gender in employment policies and programmes: What works for women](#), EMPLOYMENT Working Paper No. 235 Employment Policy Department, 2017.

BiH & UN Results Matrix [2021-2025]

CF priority: Sustainable, resilient and inclusive growth

Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type (a. Freshwater; b. Land)		
<u>Baseline (2015):</u> a: 5.5% b: 0	<u>Target (2025):</u> a: 9.7% b: 42%	<u>Source:</u> Integrated Biodiversity Assessment Tool, UNEP; Draft SDG Framework in BiH document (Nov 2019). World Bank. State legal acts.
1.g Total annual emissions of carbon dioxide (in millions of metric tons)		
<u>Baseline (2014):</u> 25.539 Mt CO2	<u>Target (2025):</u> 23,000 Mt CO2	<u>Source:</u> Revised Nationally Determined Contributions and the National Energy and Climate Plan.
1.h SDG Indicator 11.6.2 Air Pollution / Annual mean levels of fine particulate matter (PM2.5 mean annual exposure - micrograms per cubic meter)		
<u>Baseline (2015):</u> 29.6	<u>Target (2025):</u> 21	<u>Source:</u> MoV WHO Global Health Observatory data – Exposure to ambient air pollution Draft SDG Framework in BiH document (Nov 2019). World Bank.
1.i SDG Indicator 11.b.1/12.8.1 Percentage of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for DRR 2015-2030 (a. N° ; b. Extent to which action plans include gender equity considerations and sex disaggregated data - Rating: 4. Full inclusion; 3. Partial; 2. Inadequate; 1. No inclusion)		
<u>Baseline (2020):</u> a.40% b. Inadequate	<u>Target (2025):</u> a. 50% b. Partial	<u>Source:</u> Local governments' strategies and formal reports.

BiH & UN Results Matrix [2021-2025]

CF priority: Quality, accessible and inclusive education, health and social protection

SDGs and targets¹¹⁴: 3. Healthy lives and well-being: 3.4, 3.7; 4. Quality education: 4.1.1, 4.2.2, 4.7.1, 4.c.1; 5. Gender equality: 5.5, 5.a; 8. Decent work and economic growth: 8.3.1 (*Proxy: Share of shadow economy in GDP*), 8.5.2; 10. Reduced inequalities: 10.1, 10.2, 10.3, 10.4

SDG Framework in BiH (draft): 1. Good governance: i. Efficient, transparent, inclusive and accountable public sector, ii. Rule of Law/Fundamental rights; 3. Equal opportunities: i. Adequate social security, ii. Inclusive employment policy; iv. Quality, inclusive education; Cross-cutting: Human capital for 21st and Leave no one behind
EU accession¹¹⁵: (1) IPA-3 Rule of Law; Democracy & Human Rights; Public Administration; (2) Op9. Strengthen protection of the rights of all citizens, ensure implementation of non-discrimination, gender equality laws, Op9. Protection of human rights, non-discrimination; Op13. Improve the protection and inclusion of vulnerable groups

Joint Socio-Economic Reforms, 2019-2022¹¹⁶:

I. Sustainable and Accelerated Economic Growth, Increased Competitiveness of the Economy and Improved Business Environment

IV. Policies that Provide Opportunities to Youth, Women and other Vulnerable Groups

'The skills that are needed to support a growing economy in the future are not being created and insufficient attention is paid to entrepreneurship and innovation in the education system.'

Regional framework(s) and targets: Western Balkans Action Plan¹¹⁷: (3) Address challenges in the area of rule of law, including impunity

Outcome	Indicators, Baselines, Targets, Data source			Partners
Outcome 2. By 2025, people benefit from more inclusive and higher quality educational programmes focused on 21 st century skills for enhanced employability and well-being	2.a SDG Indicator 4.2.2 Gross early childhood education enrolment ratio in pre-primary education (children 3-6 years), disaggregated by sex			BiH Authorities: » Relevant BiH authorities UN: » ILO, UNESCO, UNFPA, UNHCR, UNICEF, UN Women, IOM Other Partners: » Relevant CSOs, international partners, and representatives of private sector and academia
	<u>Baseline: (2019)</u> T: 25% M: 26% F: 24%	<u>Target (2025):</u> T: 50% M: 50% F: 50%	<u>Source:</u> Reports from BiH Authorities; Draft SDG Framework in BiH document (Nov 2019)	
	2.b Share of 15-year old girls and boys* who perform at PISA Level 2 or above in reading, mathematics, and science (→ SDG 4.1.1)			
	<u>Baseline (2019):</u> Reading: 46% Mathematics: 42% Science: 43%	<u>Target (2025):</u> Reading: 55% Mathematics: 55% Science: 55%	<u>Source:</u> PISA, 2018 & 2024 Note: next PISA test in 2021 and 2024	

¹¹⁴ See: <https://sustainabledevelopment.un.org/post2015/transformingourworld>, <http://unstats.un.org/sdgs/indicators/indicators-list/>

¹¹⁵ Priorities for EU accession informed by: (1) Prospective outline of IPA-3 priorities, discussion with EU Delegation Office, BiH, Oct 2019. (2) European Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union EU, 29 May 2019.

¹¹⁶ Joint Socio-Economic Reforms (**Reform Agenda**) for the Period 2019-2022, BiH Authorities, October 2019.

¹¹⁷ UN system-wide commitment to strengthen its support for trust-building and dialogue in the region, as agreed by UN leadership in 2019. .

BiH & UN Results Matrix [2021-2025]

CF priority: Quality, accessible and inclusive education, health and social protection

	<i>*Girls scored better in reading (+30pts); No gender differences in math and science scores</i>		
	2.c SDG Indicator 8.6.1 % Young people (aged 15-24 years) not in education, employment or training, by sex		
	<u>Baseline (2017):</u> T: 24% M: 24% F: 24%	<u>Target (2025):</u> Total: 20% M: 20% F: 20%	<u>Source:</u> Draft SDG Framework in BiH document (Nov 2019) ¹¹⁸ . BHAS Note: EU average 2017 10.8%
	2.d Women's labour force participation rate, (% of female population ages 15+; modelled ILO estimate) ¹¹⁹ (→ SDG 1.2.1, 5.a, 8.5.2)		
	<u>Baseline:</u> 36 (2019)	<u>Target:</u> ++ (2025)	<u>Source:</u> ILOSTAT
	2.e Presence of working cooperation between employers and decision makers in education and training institutes ¹²⁰ (→ SDG 8.5.2; 8.6.1)		
	<u>Baseline:</u> No (2019)	<u>Target:</u> Yes (2025)	<u>Source:</u> BiH authority reports; Programme reports

¹¹⁸ SDG WG and Data/Stats group may report on long-term unemployed and inactive, separately

¹¹⁹ This indicator is a proxy for the equalizing impact of inclusive education.

¹²⁰ This formal cooperation has the aim of providing a formal, regular platform to strengthen institutional relationships between employers and the education and training systems in BiH. This is intended to achieve stronger alignment between the curricula and programme offerings of the education and TVET systems with labour market needs. The structure of engagement will ensure a special focus on the situation of young people, women, and vulnerable groups.

BiH & UN Results Matrix [2021-2025]

CF priority: Quality, accessible and inclusive education, health and social protection

SDGs and targets¹²¹: 1. End poverty: 1.1, 1.2, 1.3, 1.4; 3. Good health and well-being: 3.1, 3.2, 3.4, 3.7, 3.8; 5. Gender equality 5.1, 5.2, 5.6; 10. Reduced inequalities: 10.2, 10.7, 4, 5 and 16. End abuse, exploitation, trafficking and all forms of violence and torture of children: 4.a, 5.2, 5.3, 16.1, 16.2.

SDG Framework in BiH (draft): 1. Good governance: i. Efficient, transparent, inclusive and accountable public sector, ii. Rule of Law/Fundamental rights; 3. Equal opportunities: i. Adequate social security, iii. Efficient health care access; Cross-cutting: Human capital for 21st C and Leave no one behind

EU accession¹²²: (1) IPA-3 Rule of Law; Democracy & Human Rights; Public Administration; (2) Op8. 8. Effective migration management, asylum system, Op9. Strengthen protection of the rights of all citizens, Op9. Protection of human rights, non-discrimination; Op13. Improve the protection and inclusion of vulnerable groups

Joint Socio-Economic Reforms, 2019-2022¹²³:

III. Comprehensive Reform and Improved Quality of the Health Care System

‘The reform of our respective health care systems will become one of our top priorities.’ - Preamble

Regional framework(s) and targets: Western Balkans Action Plan¹²⁴: (3) Address challenges in the area of rule of law, including impunity

Outcome	Indicators, Baselines, Targets, Data source			Partners
Outcome 3. By 2025, people have access to better quality and inclusive health and social protection systems	3.a SDG Indicator 3.8.1			BiH Authorities: » Relevant BiH authorities
	Coverage of essential health services ¹²⁵ (UHC)			
	<u>Baseline (2015):</u> 57	<u>Target (2025):</u> 65	<u>Source:</u> Health authorities in BiH/WHO ¹²⁶	UN: » IOM, UNFPA, UNHCR, UNICEF, UN Women, WHO, UNODC
	3.b Proportion of a country's population with large household expenditure on health as a share of household total consumption or income (→ SDG 3.8.2)			
	<u>Baseline (2011):</u> 10% of income on medical care: 8.6 25% of income on medical care: 1.3	<u>Target (2025):</u> 10% of income on medical care: 6.5 25% of income on medical care: 0.5	<u>Source:</u> Draft SDG Framework in BiH document (Nov 2019). WHO	Other Partners: » Relevant CSOs, international partners, and representatives of private sector and academia

¹²¹ See: <https://sustainabledevelopment.un.org/post2015/transformingourworld>, <http://unstats.un.org/sdgs/indicators/indicators-list/>

¹²² Priorities for EU accession informed by: (1) Prospective outline of IPA-3 priorities, discussion with EU Delegation Office, BiH, Oct 2019. (2) European Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union EU, 29 May 2019.

¹²³ Joint Socio-Economic Reforms (**Reform Agenda**) for the Period 2019-2022, BiH Authorities, October 2019.

¹²⁴ UN system-wide commitment to strengthen its support for trust-building and dialogue in the region, as agreed by UN leadership in 2019..

¹²⁵ Universal Health Coverage – Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population)

¹²⁶ <http://apps.who.int/gho/portal/uhc-country.jsp>

BiH & UN Results Matrix [2021-2025]

CF priority: Quality, accessible and inclusive education, health and social protection

3.c District or equivalent administrative unit with at least 80% coverage of DTP containing vaccine for children <1 year (→ SDG 3.2.1, 3.2.2)		
<u>Baseline (2018):</u> 67%	<u>Target (2025):</u> 100%	<u>Source:</u> WHO/UNICEF Joint Reporting Form (annual) ¹²⁷
3.d Proportion of women (15-49 years) with family planning needs satisfied with modern methods (SDG 3.7.1)		
<u>Baseline (2011):</u> 21%	<u>Target (2025):</u> 25%	<u>Source:</u> BHAS, UNFPA
3.e Extent of implementation of Action Plans ¹²⁸ for prevention and control of NCDs (→ SDG 3.4.1) (Rating: 4. Fully implemented; 3. Partially; 2. Inadequately; 1. Not/Poorly implemented)		
<u>Baseline (2019):</u> 2	<u>Target (2025):</u> 3	<u>Source:</u> Health authorities in BiH/WHO reports
3.f Social assistance for children		
<u>Baseline (2018):</u> 13,6%	<u>Target (2025):</u> 25%	<u>Source:</u> administrative data

¹²⁷ The possibility of reporting sex disaggregated data will be discussed with BiH health authorities.

¹²⁸ The Action Plans include evidence-based national guidelines, protocols, and standards for the management of major NCDs through a primary care approach, including gender equality provisions and sex disaggregated data.

BiH & UN Results Matrix [2021-2025]

CF priority: People centered governance and rule of law

SDGs and targets¹²⁹: 5. Gender equality: 5.1, 5.a; 10. Reduced inequalities: 10.1, 10.2, 10.3, 10.4, 10.7; 16; Peace justice and strong institutions: 16.1, 16.2, 16.3, 16.5, 16.6, 16.7, 16.10, 16.b; 17. Partnerships for the goals: 17.18, 17.19.

SDG Framework in BiH (draft): 1. Good governance: i. Efficient, transparent, inclusive and accountable public sector, ii. Rule of Law/Fundamental rights; Cross-cutting: Human capital for 21st C and Leave no one behind

EU accession¹³⁰: (1) IPA-3 Rule of Law; Democracy & Human Rights; Public Administration; (2) Op4. Legal certainty-competencies BiH authorities, Op7. Fight against corruption, organised crime; Op8. Effective migration management, asylum system; Op9. Protection of human rights, non-discrimination; Op11. Ensure enabling environment for civil society, Op12. Guarantee freedom of expression, Op13. Improve the protection and inclusion of vulnerable groups; Op14. Implement PAR; Ensure professional and de-politicised civil service

Joint Socio-Economic Reforms, 2019-2022¹³¹:

IV. Policies that Provide Opportunities to Youth, Women and other Vulnerable Groups

'...all levels will do their utmost to increase cooperation and coordination in order to harmonize legislation to the highest extent possible and strengthen the country's single economic space. This will be achieved by strengthening the coordination between all levels of government.' - Preamble

Regional framework(s) and targets: Western Balkans Action Plan¹³²: (1) Engage leadership, (2) Empowering positive agents of change, (3) Address challenges in the area of rule of law, including impunity, (4) Strengthening strategic coherence and effectiveness-UN and key stakeholders

Outcome	Indicators, Baselines, Targets, Data source			Partners
Outcome 4. By 2025, people contribute to, and benefit from more accountable and transparent governance systems that deliver quality public services, and ensure rule of law	4.a % of local governments and cantons with SDG-centred and gender-sensitive strategies and implementation plans as part of a coherent development planning and management system			<u>BiH Authorities:</u> » Relevant BiH authorities
	<u>Baseline (2019):</u> Local governments: 0% Cantons: 0%	<u>Target (2025):</u> Local governments: 60% Cantons: 80%	<u>Source:</u> Annual reports from the Development Planning and Management Structures at state and entity levels.	<u>UN:</u> » IOM, OHCHR, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, UNV, UN Women, WHO, ILO, UNDRR
	4.b SDG indicator 6.1.1, 6.2.1 % Population living in households with access to basic services			<u>Other Partners:</u>
	<u>Baseline (2019):</u>	<u>Target (2025):</u>	<u>Source:</u>	

¹²⁹ See: <https://sustainabledevelopment.un.org/post2015/transformingourworld>, <http://unstats.un.org/sdgs/indicators/indicators-list/>

¹³⁰ Priorities for EU accession informed by: (1) Prospective outline of IPA-3 priorities, discussion with EU Delegation Office, BiH, Oct 2019. (2) European Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union EU, 29 May 2019.

¹³¹ Joint Socio-Economic Reforms (**Reform Agenda**) for the Period 2019-2022, BiH Authorities, October 2019.

¹³² UN system-wide commitment to strengthen its support for trust-building and dialogue in the region, as agreed by UN leadership in 2019. .

BiH & UN Results Matrix [2021-2025]

CF priority: People centered governance and rule of law

	Water supply: 75% Sanitation ¹³³ : 41%	Water: 85% Sanitation: 50%	Draft SDG Framework in BiH document (Nov 2019). World Bank. UN Programme Reports.	» Relevant CSOs, international partners, and representatives of private sector and academia
4.c SDG indicator 16.6.2 % Population satisfied with the last experience of use of public services				
	<u>Baseline (2014):</u> 38%	<u>Target (2025):</u> 45%	<u>Source:</u> Draft SDG Framework in BiH document (Nov 2019). Transparency International	
4.d Number of supported service providers/first responders who provide quality service for survivors of violence against women (VAW) in line with standards of Istanbul convention				
	<u>Baseline (2015):</u> 0	<u>Target (2025):</u> 4000	<u>Source:</u> BiH authority reports; Programme reports	
4.e SDG indicator 16.2.1 Proportion of children aged 2-14 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month				
	<u>Baseline (2012):</u> Psychological aggression: 42.1% Physical violence: 39.6%	<u>Target (2025):</u> Psychological aggression: 30% Physical violence: 30%	<u>Source:</u> MICS	
4.f SDG Indicator 5.5.1 / 5.5.2 a) Share of seats held by women in country parliaments b) Proportion of women in managerial positions				
	<u>Baseline (2018):</u> a: 16.6% b: 26%	<u>Target (2025):</u> a: 25% b: 26%	<u>Source:</u> Draft SDG Framework in BiH document (Nov 2019). World Bank	

¹³³ Sanitation refers to public sewage network connections.

BiH & UN Results Matrix [2021-2025]

CF priority: People centered governance and rule of law

	4.g SDG Indicator 5.c.1: Systems in the country exist to track and make public allocations for gender equality and women's empowerment		
	<u>Baseline (2019):</u> Partially existing	<u>Target (2025):</u> Existing and functional on state and entity levels	<u>Source:</u> UN Women reports, BiH Authorities
	4.h SDG indicator 17.18.1 Extent to which BiH authorities have capacities and tools in place to effectively implement and track progress against the SDG agenda and leverage development financing for implementation		
	<u>Baseline (2019):</u>	<u>Target (2023):</u> TBC	<u>Source:</u> Authorities in BiH/SDG WG

BiH & UN Results Matrix [2021-2025]

CF strategic priority: Citizen and community engagement for social cohesion

SDGs and targets¹³⁴: 5. Gender equality: 5.2, 5.c; 16. Peace justice and strong institutions: 16.1, 16.3, 16.6, 16.7, 16.10, 16.b

SDG Framework in BiH (draft): 1. Good governance: i. Efficient, transparent, inclusive and accountable public sector, ii. Rule of Law/Fundamental rights ; Cross-cutting: Human capital for 21st C and Leave no one behind

EU accession¹³⁵: (1) IPA-3 Rule of Law Democracy & Human Rights; (2) Op5. Promote environment for reconciliation, Op9. Protection of human rights, non-discrimination, Op11. Ensure enabling environment for civil society, Op12. Guarantee freedom of expression, Op13. Improve the protection and inclusion of vulnerable groups 11. Ensure an enabling environment for civil society

Joint Socio-Economic Reforms, 2019-2022¹³⁶:

'We recognise that...only a strong rule of law and safe and stable environment can bring about the necessary economic progress. '...more will be done to stem the persisting brain drain and allow youth and women to unleash their full potential.' - Preamble

Regional framework: Western Balkans Action Plan¹³⁷: (1) Engage leadership, (2) Empowering positive agents of change, (3) Address challenges in the area of rule of law, including impunity, (4) Strengthening strategic coherence and effectiveness-UN and key stakeholders

Outcome	Indicators, Baselines, Targets, Data source			Partners
Outcome 5. By 2025, there is stronger mutual understanding, respect and trust among individuals and communities	5.a Proportion of people who express a general level of trust in society (→SDG16.1.4; 16.7.2)			BiH Authorities: » Relevant BiH authorities UN: » ILO, FAO, UNDP, UNESCO, IOM, UNFPA, UN Women, UNV, UNICEF Other Partners: » Relevant CSOs, international partners, and representatives of private sector and academia
	Baseline: (2019) T: 23% M: 27% F: 19% Urban: 26% Rural: 19%	Target (2025): T: 24% M: 28% F: 20% Urban: 27% Rural: 20%	Source: Youth Perception Study (UN/RVCO Project), End line Survey (Regional DFF, 2020) United Nations in BiH. PRISM, CDA, Question-P8 ¹³⁸ Note: Longitudinal study – ensure repeat of analysis to track progress	

¹³⁴ See: <https://sustainabledevelopment.un.org/post2015/transformingourworld>, <http://unstats.un.org/sdgs/indicators/indicators-list/>

¹³⁵ Priorities for EU accession informed by: (1) Prospective outline of IPA-3 priorities, discussion with EU Delegation Office, BiH, Oct 2019. (2) European Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union EU, 29 May 2019.

¹³⁶ Joint Socio-Economic Reforms (**Reform Agenda**) for the Period 2019-2022, BiH Authorities, October 2019.

¹³⁷ UN system-wide commitment to strengthen its support for trust-building and dialogue in the region, as agreed by UN leadership in 2019. .

¹³⁸ Assessment of general trust levels found that 71% of respondents indicated: 'You can never be too careful around people'. Among the 23% of persons responding that 'Most people can be trusted' levels were higher for men (27%) than for women (19%) and for urban residents (26%) compared with their rural peers (19%). Prism Research and Consulting, UN PEACE AND DEVELOPMENT ASSESSMENT FOR BiH, 2019 (draft), 12.

BiH & UN Results Matrix [2021-2025]

CF strategic priority: Citizen and community engagement for social cohesion

5.b N°. Young people participating in community-level initiatives that promote dialogue, social cohesion and appreciation of diversity (→ 5.2; 16.1.3; 16.3.1; 16.b.1)		
Baseline: 25000; F: 51% (most 15-30 years)	Target 2025 27 500	Dialogue for the Future (DFF) 2 BiH Joint UN Programme and other UN complementary projects.
5.c Self-assessed levels of trust and engagement amongst young people, where 1 is negative and 5 is positive ¹³⁹ : (1) Young people's (15-30) attitudes on inter-ethnic trust, cooperation, education and the media (→16.b.1) (2) Young people's attitudes on their civic engagement and partnership with government representatives (→ 16.7.2)		
Baseline: (2019) (1) 3.6/5 (2) 2.3/5	Target: (1) 4/5 (2) 3/5	Source: Dialogue for the Future (DFF) 2 BiH Baseline Perception Survey 2018 (indicators 3.a and 3.b)

¹³⁹ This indicator represents the arithmetic mean of the coded responses to question Dp1 and can have a value between 1 (negative) and 5 (positive).

Annex C. Legal annex

Whereas the Authorities of Bosnia & Herzegovina (hereinafter referred to as 'BiH authorities') have entered into the following relationships:

Agency	Agreement
FAO	A Country Programming Framework between the Government on 3 October 2018
ILO	A Memorandum of Understanding concluded between the Government and ILO on 6 February 2013
IOM	A Cooperation Agreement concluded between the Republic of BiH and IOM on 21 June 1995.
UNDP	The 'Standard Basic Assistance Agreement' signed between the BiH authorities and UNDP on 7 December 1995. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the undg simplification and harmonization initiative. In light of this decision this Cooperation Framework together with a work plan (which shall form part of this CF and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
UNEP	<i>Mutatis mutandis</i> the Standard Basic Assistance Agreement (SBAA) between the Government and UNDP applies
UNESCO	An Agreement between UNESCO and the Republic of BiH Concerning the Establishment of a UNESCO in Sarajevo on 30 August 1995.
UNFPA	<i>Mutatis mutandis</i> the Standard Basic Assistance Agreement (SBAA) between the Government and UNDP applies
UNHCR	A Country Co-operation Agreement concluded between the Government and UNHCR on 18 April 1994.
UNICEF	A Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 13 October 1993.
UNODC	<i>Mutatis mutandis</i> the Standard Basic Assistance Agreement (SBAA) between the Government and UNDP applies
UN WOMEN	<i>Mutatis mutandis</i> the Standard Basic Assistance Agreement (SBAA) between the Government and UNDP applies
UNV	<i>Mutatis mutandis</i> the Standard Basic Assistance Agreement (SBAA) between the Government and UNDP applies
WHO	A Basic Agreement concluded between the Government and WHO on 15 June 1994.

For all UN system agencies including: UNECE, UNDRR, OHCHR, assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures

- a. The **COOPERATION FRAMEWORK** will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.
- b. The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph on the Basis of the Relationship.
- c. Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the Agencies' property, funds, and assets and to their officials and experts on mission.
- d. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.
- e. Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.
- f. Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".
- g. Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.