

UN Women
Country Portfolio Evaluation
Bosnia and Herzegovina
Strategic Note 2015– 2020

Annexes

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Evaluation Team

Isabel Suarez, IES ECA Regional Evaluation Specialist, Team Lead
Meredith Brown, International Independent Evaluation Specialist
Aleksandar Zivanovic, National Independent Evaluation Specialist

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Spotlight: The Coordination Mandate

The UN Women Coordination Mandate

UN Women was created in July 2010 by United Nations General Assembly Resolution with a unique composite mandate that includes intergovernmental normative, operational, and United Nations (UN) system-wide and inter-agency coordination roles. The UN Women system coordination mandate encompasses aspects of leading, coordinating and promoting the accountability of the UN system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the United Nations

Purpose

To identify:

- UN Women's contribution to coordination across Bosnia and Herzegovina (BiH) on GEEW (Evaluation questions 8, 9, 10 and 27)
- How and to what extent UN Women uses different coordination mechanisms to mainstream GEEW in UN joint programming (Evaluation question 28)

The analysis in this Spotlight contributes to Findings 4, 5, Conclusion 1 and Recommendations 2, 3, 4, 5.

Analysis

Country Context

UN Women BiH fulfills its UN coordination mandate through engagement in development and implementation of UNDAF (now UNSCDF) UN interagency bodies and joint programming with other UN agencies. In addition to UN Coordination within the UN the CO has a broader coordination role mobilizing and convening key country stakeholders.

Coordination inside the UN system

The United Nations (UN) in BiH comprises thirteen resident UN entities (FAO, ILO, IOM, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, UNV, UN Women and WHO), and three non-resident entities (UNIDO, IFAD and IAEA). Its work is coordinated through the United Nations Country Team (UNCT) as the main interagency mechanism, led by the UN Resident Coordinator and composed of the representatives of all the UN entities carrying out operational activities for development in BiH.

UN coordination on GEEW in BiH is fostered through the participation of UN Women in the UNCT and its sub-groups including UNDAF Results Group on Empowerment of Women (RGEW), Gender Theme Group (GTG) and UN Communication Group (UNCG). These three groups are chaired by UN Women.

The mandates of the groups are complementary: the EWRG prepares the biennial and multi-year UN Joint Work Plans, supports joint programmes, mainstreaming and reporting to UNCT; the GTG builds the gender mainstreaming capacity of UN staff and works between agencies and with partners on sharing gender-specific information.

In the period 2015-2020, UN Women implemented three joint programs with UNDP, IOM, UNFPA and UNICEF¹.

Mobilizing Key Stakeholders

The Civil Society Advisory Group (CSAG) Is UN Women’s primary formal coordination mechanism with civil society organizations (CSOs). In BiH, this group met periodically during the time of the SN, until 2018. The role of the CSAG was mainly information sharing. UN Women also meets regularly with civil society through thematic programming and in groups such as the network of civil society organizations formed to advocate for normative change on VAW.

UN Women convenes an International Working Group on Gender Equality 1-2 times a year, involving donors, development partners and the Agency for Gender Equality, which acts a co-chair. It serves as a platform where embassies and international organizations exchange information about their work on gender equality and the empowerment of women and their activities in the country.

Internal Approach

The work of the coordination mandate falls primarily to the leadership team in the office. Program associates and thematic section heads also contribute their technical expertise to coordination discussions. In 2019, the CO hired a dedicated mid-level Coordination Associate.

UN Coordination 	
Key Commitments	Results
Representing in the UNCT	<p>2015-2020: UN Women was a member of UNCT throughout the period of the SN implementation and continuously participated in UNDAF management meetings.</p> <p>UNCT provided overall leadership and served as a platform for the agencies to formulate common positions on strategic issues, ensure coherence in action and advocacy and jointly plan and deliver.</p>

¹ Women in Elections (with UNDP), Seeking Care, Support, and Justice for Survivors of Conflict Related Sexual Violence in BiH (with IOM and UNFPA), IT Girls (with UNICEF and UNDP).

	<p>2019-2020: In the recent years, UN Women stronger leadership and coordination is reported at UNCT level:</p> <ul style="list-style-type: none"> • in relation to contribution gender mainstreaming in covid-19 response and preparation of Joint UN Socio-Economic Response and Recovery Offer for BiH. UN Women are identified as partners in three out of 5 joint concept notes in the offer (social cohesion; health disaster risk management and local recovery); • development of new UN Sustainable Development Cooperation Framework (UNSDCF) with GEEW mainstreamed as crosscutting all the result areas (1. Sustainable, resilient and inclusive growth, 2. Quality, accessible and inclusive education, health and social protection, 3. People centered governance and rule of law, 4. Citizen and community engagement for social cohesion). UN Women is identified as a partner in each of the four strategic priorities. <p>July 2020: UN Women led the development of the Country Gender Equality Profile, which is at final draft stage.</p>
<p>Results Group on Empowerment of Women (RGEW)</p>	<p>2015-2020: The EWRG, chaired by UN Women, met regularly with high representation of UN agencies. It particularly:</p> <ul style="list-style-type: none"> • maintained its planning and reporting role to UNCT • conducted the Gender scorecard implemented in 2016 and prepared an EWRG Gender Mainstreaming Action Plan (2018). <p>Commitments related to conducting a gender mainstreaming analysis of UN joint programmes and other priority UN programmes, as well as mapping of UNCT in-house capacities for gender equality programming and developing UN repository of available gender equality data, publications, resources and tools, are underway and due for completion by December 2020.</p>
<p>Chairing Gender Theme Group</p>	<p>Established in 2018: GTG enabled wider participation of UN agencies in discussion over GEEW issues than the one existing under RGEW. In particular, GTG:</p> <ul style="list-style-type: none"> • Conducted the Gender Scorecard, GMAP and mapping of resources after 2018 • Delivered the training on gender mainstreaming to UN staff delivered in 2018 and continued to work on institutionalization of gender trainings for the UN system in BiH

	<ul style="list-style-type: none"> • Consulted gender mechanisms and CSOs for inputs to UNSDCF; • Contributed to the contents of the Gender Brief, the Country Gender Equality Profile, the Universal Periodic Review and Beijing +25 reporting. • Led the implementation of Gender Mainstreaming Action Plan.
Coordination around GEEW campaigns in the UN Communications Group	<p>UN Women currently shares the periodic responsibility for co-chairing the UN Communication Group.</p> <p>UN Women led the UN system in BiH and mobilized other UN Agencies in joint GEEW-focused global campaigns, including 16 Days of Activism, International Women’s Day, He for She and Generation Equality</p>
Coordination in Joint Programmes	<p>UN Women participated in three joint programmes with other UN agencies.</p> <p>Women in Elections (2017-2020, led by UNDP) – strengthening women’s political leadership and participation</p> <p>Seeking Care, Support and Justice for Survivors of Conflict Related Sexual Violence (2014-2020, led by IOM, and with participation of UNFPA) – supporting transitional justice and survivor-centred approach and improvement of the status and combating stigmatization against CRSV. Component managed by UN Women</p> <p>IT Girls (led by UNICEF and with participation of UNDP) – empowering girls for to engage in IT education and careers</p>

Mobilizing Key Stakeholders beyond the UN System in BiH 	
Key Commitments	Results
Lead the Civil Society Advisory Group (CSAG)	<ul style="list-style-type: none"> • From 2015-2018, the CO convened an annual meeting of CSAG. • No meetings occurred in 2018 or 2019. • The CO has scheduled a meeting in late 2020 to consider options for ongoing engagement with civil society. • Focus of the group is information exchange.

<p>Lead the International Working Group on Gender Equality</p>	<ul style="list-style-type: none"> • Convened in 2013. • Convened 1-2 meetings annually during the period 2015-2020 • Focused primarily on updating on GEEW actions between attendees, rather than on specific joint activities or on finding synergistic opportunities such as support to specialized service providers, engagement in local elections. • In the most recent meetings, the Agency for Gender Equality became co-chair of the IGWG.
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Key Insights

UN Women’s comparative advantage in GEEW as compared with other UN entities and key partners

Comparative advantage can frequently be a matter of the perception of stakeholders. Stakeholders perceive UN Women has a strong relationship with gender mechanisms, a positive reputation with government institutions and the influence that the global UN Women and UN community brings to GEEW issues. These perspectives are supported by the convening capacity that UN Women enjoys with its strategic partners resulting in normative change, particularly around international commitments on EVAW.

The technical expertise of many staff members was frequently highlighted as a comparative advantage by stakeholders, although this was frequently accompanied by the observation that staff are not used to their fullest potential as technical experts. Other comparative advantages mentioned were political gravitas and reputation, good cooperation with the government institutions and global knowledge generation, that all contribute to its coordination mandate.

Some stakeholders were not able to separate the work and comparative advantage of UN Women from that of other UN agencies, as many UN agencies conduct programming that includes gender elements.

Implementation of the SN ensures synergies and coordination with governments and key partners efforts in achieving GEEW while avoiding duplication

Ensuring synergy across the GEEW actors in BiH is a complex endeavor. There are many players working in this field including from government, civil society and a wide array of international organizations and donor community, all with slightly different priorities and many competing for the same resource allocations. UN Women must simultaneously work on this coordination while, at times, competing with some actors for project funding. This tension is structural and not unique to BiH.

In BiH, these challenges are increased by the complex political and administrative structure which itself can be fractious. The CO has identified the government gender mechanisms as its strategic partner as a means of ensuring ongoing dialogue to support coordination and synergy with government on GEEW projects, such as GRB and GEF.

However, this has also led to the unintended consequence that some civil society organizations view UN Women as insufficiently independent of government. Unfortunately, this perception is compounded

by both the failure of CSAG as an effective coordination group for civil society and the lack of engagement of civil society in some of UN Women's flagship programmes such as GRB.

It is not clear that the annual International Working Group is effective at supporting coordination or synergy between development partners. Historically, participation in the International Working Group is low. However, recent changes in priority among the international organizations, as well as UN Women's leadership in providing technical information about the gender implications of the government's COVID-19 response, are promising steps towards rectifying past missed opportunities.

Coordination on GEEW across UN agencies and synergies with the work of the UN Country Team

Throughout the period of the SN, the UN coordination through UNCT and bodies on GEEW (EWRG, GTG) have maintained their reporting obligations and continued to ensure that the UNCT can meet its gender-related commitments in the UNDAF. There has been a recent increase in the functionality of these bodies in terms of their engagement, strategic approaches and focus on synergy. UN Women has played an increased leadership role, which has been recently enhanced through the added capacity of a Coordination Associate position and by seizing the opportunity for leadership presented by the coincidence of the UNSDCF planning and the pandemic. UN Women can claim success for the gender mainstreaming approach in the UNDAF 2015-2020, the Common Country Assessment and related UNSDCF 2021-2025 and the UNCT response and recovery plan to the COVID-19 pandemic.

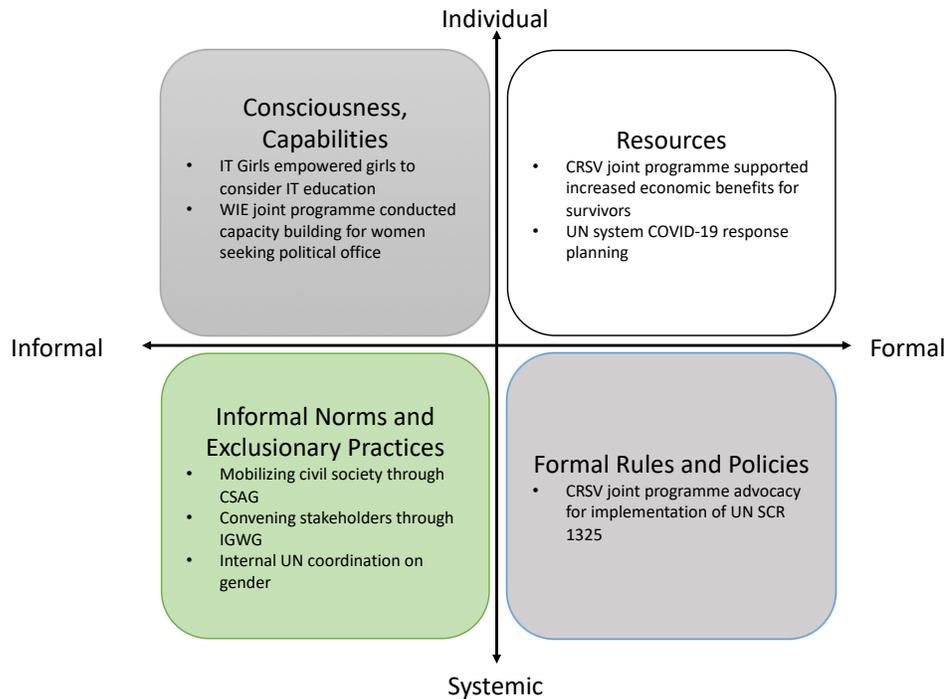
However, despite recent gains, it was evident in the UNDAF evaluation and also corroborated in data collection for this evaluation that coordination on gender in the UN system is perceived by agency representatives as a reporting obligation rather than a programming priority.

Joint programming remains suboptimal for UN Women and in the large context of UN efforts in BiH. Programme coordination is affected by a lack of shared vision on coordination among UN agencies. These issues were noted in 2016 by UN Women corporate evaluations on coordination and by the UNDAF evaluation in 2019. The result is an imbalance in the partnership arrangements in joint programmes, to the disadvantage of UN Women. The three joint programmes implemented during SN period were siloed (each agency being responsible for a specific pillar of the programme), and despite some shared knowledge generation and communication, UN Women had limited leadership or influence over the 'bigger picture' gender-related outcomes.

It remains the perception of donors that the UN system in BiH needs to present a more unified and cohesive approach to GEEW mainstreaming. Donors indicated a desire for increased joint programming and the presence of UN Women as a technical expert to provide support on GEEW mainstreaming. It will be a priority for the leadership of UN Women to work with the RCO to advance UN Women's leadership on gender-related programming and ensure it is adequately funded for its technical contribution to joint programmes. The International Gender Working Group could be used to greater advantage as a place for UN Women to showcase technical expertise and leadership capability.

Applying the Gender at Work Framework

While the primary work of coordination – bringing people and organizations together for a shared cause - necessarily falls under the informal/systemic quadrant, the results of the work of joint programmes and of shared UN responses such as the COVID-19 response, have impacts at the formal and individual levels. Both a greater focus on delivering results through CSAG and the IGWG, and increased leadership on gender programming in the UN system, will enhance the impacts across the framework.



Limitations and forward-looking overview

Limitations	Forward-looking
<p>Limited common understanding among UN entities of UN Women’s coordination mandate</p>	<p>The new UNSDCF and joint UN COVID-19 recovery plan for BiH present a fresh opportunity for UN Women to explain and model its mandate and leadership on GEEW, leveraging on its comparative advantages and added values.</p>
<p>Limited guidance from UN Women at the regional and corporate level with respect to the implementation of the coordination mandate</p>	<p>The new Resident Coordination model may present an opportunity for UN Women to seek in-country support for its mandate.</p> <p>Ongoing global rapid assessments of UN Women’s coordination mandate may assist in providing corporate level guidance.</p>

<p>Complex power relations and competition for resources among UN agencies, with UN Women representing only approximately 1% of the total UN delivery in BiH²</p>	<p>Fostering UN Women’s participation in joint programming, including joint programmes would represent a clear asset for the office that would bring additional sustainability to the office. It is incumbent on UN Women to find its unique offering inside the country context, in order to demonstrate to donors specific value when compared to larger UN entities. Contextual factors such as the COVID-19 response and EU accession are opportunities to be taken into account.</p>
<p>Other UN agencies do not always recognize the added value and comparative advantage of UN Women, build their own gender expertise, and view UN Women as an administrative coordinator or source of evidence on GEEW</p>	<p>Capitalizing on UN Women’s convening role to bring together key stakeholders UN Women needs to identify entry points and partnership strategies with both donor community and key UN sister entities in the conceptualization and development of joint programming in BiH. Recent thought leadership and knowledge products will be important contributions to this effort.</p>

² 2015-2020 United Nations Development Assistance Framework for Bosnia and Herzegovina: Final Evaluation, Sarajevo May 2019, p. 45-48, <https://erc.undp.org/evaluation/evaluations/detail/7887>

Spotlight: The Normative Mandate

The UN Women Normative Mandate

UN Women plays a leading role in supporting improvements in global norms and standards that accelerate the realization of GEEW. The agency provides substantive expertise and policy analysis, works to strengthen the knowledge base on gender equality and incorporates good practices and lessons learned from regional and national experiences in its normative support work. It engages with Member States through awareness-raising and advocacy and facilitates alliance-building and partnerships. UN Women contributes to the implementation of norms and standards through its country programmes. UN Women normative support work contributes to results at three levels: (a) Development of norms and standards (in conventions, declarations, guidelines and other standard-setting instruments) at the global, regional and national levels; (b) Implementation of norms and standards at the policy level; (c) Implementation of norms and standards at the programme level.

Purpose

To identify:

- The extent to which the SN adhere to international normative frameworks including CEDAW, Beijing Platform for Action, UNSCR 1325, Istanbul Convention and the SDG agenda (Evaluation question 2)
- The extent to which experiences and lessons learned been shared with or informed global normative work and other country offices (Evaluation question 29)
- The contribution UN Women is making to implementing global norms and standards for gender equality and the empowerment of women in Bosnia and Herzegovina (BiH). (Evaluation question 30)

The analysis in this Spotlight contributes to Findings 2, 6, Conclusion 1 and Recommendation 3.

Analysis

Country Context

UN Women BiH CO implements its normative mandate through a series of mechanisms, including reporting on international commitments including the Istanbul Convention, CEDAW, Beijing Platform for

Action, UN Security Council Resolution (SCR) SCR 1325 and the SDGs. The CO also works nationally to align legislation and policy, including for the BiH Gender Action Plan (GAP), laws, policies and guidelines related to domestic violence, Violence against Women (VAW) and Sexual and Gender Based Violence (SGBV), and laws related to benefits for survivors of Conflict-related Sexual Violence (CRSV), gender responsive policies and budgeting in different development sectors . As a part of the COVID-19 response, UN Women has conducted gender sensitive review of the rebalanced budget of BiH, RS and FBiH within the COVID-19 response.

The CO’s approach to the normative mandate is a blend of direct advocacy, financial support to strategic government partners, financial and technical support to civil society, capacity building for key institutional and civil society actors, project-based interventions and communications events that bring attention to global campaigns.

The CO’s strategic government partners for the implementation of its normative mandate are the Agency for Gender Equality of BiH and the Gender Centres in FBiH and RS and it maintains a cooperation framework with its partners. The relationships with civil society over the course of the SN have been largely programme-based. However, the CO did support a network of 22 civil society organizations to grow their capacity to monitor and produce shadow reporting on the Istanbul Convention.

The work on the normative mandate is conducted across the thematic areas as well as horizontally by the leadership and the coordination through support to CSOs for advocacy on laws on domestic violence and operational protocols of conduct at the local level, GRB analysis in selected ministries and support to gender mechanisms efforts on GRB, support to CSOs to participate in coordination of 1325 Action Plan and participation in the joint programme to improve position and empower survivors of conflict related sexual violence (CRSV). In 2019, the CO hired a dedicated communication associate and communication efforts and campaigns were designed to support this normative work.

However, the level of participation of UN Women varied in each of the areas and the relationship of the mandate to the staff’s work is not as clear as it could be. In an office survey conducted for this evaluation, none of the staff indicated that the normative mandate was their main area of work and 64.3% of staff indicated that they had only a small contribution to normative activities, while 14.3% indicated that they had no involvement. Informant interviews indicated that the primary stakeholder perspective of UN Women’s normative influence is providing financial support and capacity building.

Implementation and reporting on International Commitments 	
Key Commitments	Results
Support reporting on Istanbul Convention and CEDAW	<ul style="list-style-type: none"> • 2015: The CO provided the government with technical support for the adopted strategy for implementation of the Istanbul Convention. • 2019: the CO supported capacity building on alternative reporting for 94 women representatives of CSOs and the national platform of 22 CSOs was trained to efficiently monitor implementation of the Istanbul Convention and collect data. An Alternative Report to GREVIO was developed

	<p>by the CSOs, validated during four public discussions in RS, FBiH and Brcko district and published in December.</p> <ul style="list-style-type: none"> • 2020: supported by the CO, the national government submitted the first ever BiH Report on the Implementation of the Istanbul Convention to GREVIO.
Support the reporting on Beijing +25	<ul style="list-style-type: none"> • The 'Progress report on the implementation of the Beijing Declaration and Platform for Action in BiH within the Beijing +25 process' was prepared in 2019 by the government, supported by UN Women. It specifically refers to UN Women's cooperation with the Gender Centres on support services for survivors of VAW through the creation of the coordination bodies and protocols, the pilot project of the Banja Luka Treated Alcoholics Club and media training conducted by the BHR1 News Programme supported by UN Women. • The CO conducted communications events for Beijing +25 including media training, a press conference with a Beijing Champion and a short stories competition.
Localization of SDGs	<ul style="list-style-type: none"> • The work of UN Women, as guided by the SN, is a de facto contribution to the SDG measures for BiH. The normative work of developing, implementing and reporting on a national SDG Framework is managed through the RC Office. It would appear that the localized SDG reporting process was largely non-inclusive and gender-blind. In the Voluntary Review for BiH 2019³, it is clear that a more targeted future focus is required on gender-relevant indicators. • SDG priorities were integrated into the 2018-2022 Gender Action Plan⁴ and highlighted in the national Progress report on the implementation of the Beijing Declaration and Platform for Action within the Beijing +25 process.

	
Advancing National Legal, Policy and Strategic Framework	
Key Commitments	Results

³ Voluntary Review, Implementation of Agenda 2030 and the Sustainable Development Goals in Bosnia and Herzegovina, 2019: https://sustainabledevelopment.un.org/content/documents/23345VNR_BiH_ENG_Final.pdf

⁴ Official Gazette of BiH 89/18, <https://arsbih.gov.ba/project/gender-action-plan-of-bosnia-and-herzegovina-2018-2022/>

<p>Alignment with international commitments and frameworks</p>	<ul style="list-style-type: none"> • UN Women support to advancement of national legal, policy and strategic framework has been aligned with CEDAW, IC and Beijing Declaration and Platform for Action.
<p>Support the implementation of the BiH Gender Action Plans (GAP) 2013-2017 and 2018-2022</p>	<ul style="list-style-type: none"> • In 2019, UN Women and the Agency for Gender Equality prepared the 'Gender Brief with recommendations for BiH GAP and EU GAP 2019'. • 2015-2020: UN Women thematic programming, particularly EAW and GRB, support specific aspects of the GAP, as will the new Gender Equality Facility programme. UN Women supported 3 out of 7 thematic areas of Strategic goal 1 of GAP (EAW, Public and political life and labour, employment and access to economic resources); institutional coordination on GEEW and monitoring and reporting on international commitments under strategic goal 2; and regional and international cooperation and coordination with CSOs under strategic goal 3. • Key strategies of support are financial support to institutional gender mechanisms and CSOs in their programme activities, research, knowledge generation and products, communication/campaigns and support to in-country and regional Western Balkans exchange events and coordination (specific results presented under normative support to EAW and UNSCR 1325 implementation).
<p>Support the harmonization of the laws on VAW, DV and SGBV with the principles of the Istanbul Convention and CEDAW</p>	<ul style="list-style-type: none"> • 2015-2020: The work of the CO through the Regional Programme on EAW had a number of normative results: • The Law on Protection from Domestic Violence in Republika Srpska DV was amended in Sept 2019 to increase protection for survivors, address criminal prosecution and specify the responsibilities of institutions. • In FBiH, the Regional Programme supported a working group of government representatives and CSOs which developed a proposal for a new piece of legislation on DV to align to IC expectations. • The Regional Programme supported the Safe Network to create a policy proposal based on their analysis on existing gaps in legislation and bylaws on specialist support services. <p>Substantial and impactful work has been done in the period through the two EAW programmes to align services with the Istanbul Convention including:</p> <ul style="list-style-type: none"> • the creation of coordination bodies,

	<ul style="list-style-type: none"> • guidelines for services and multisectoral work at the local level in both FBiH and RS, • capacity building of local service providers, • numerous prevention activities and communications campaigns (He for She, International Women’s Day and 16 days of activism).
<p>Support the implementation of UN SCR 1325 Action Plan</p>	<ul style="list-style-type: none"> • In 2015 UN Women provided support to the implementation of the Action Plan by: <ul style="list-style-type: none"> ○ Conducting research on CRSV survivors to match rights and needs to the normative framework ○ Supporting the integration of CSO perspectives in the NAPS Action Plan. ○ Supporting the Steering Board and civil society on annual coordination and reporting on 1325. It conducted capacity building for the Steering Board in 2015. ○ Support to AP 1325 implementation was discontinued due to lack of funding and national institutions continued to manage the process themselves. • 2015-2018: UN Women contributed to the thematic area through its participation in the UN joint programme on CRSV: <ul style="list-style-type: none"> ○ Through its participation in the joint CRSV programme, UN Women approached the normative treatment of survivors from an economic empowerment perspective by assessing the existing legal framework, identifying available government benefits programming that might apply to survivors and lobbying the government to include survivors in the program providing professional rehabilitation for persons with disabilities. 15 survivors applied through this program. A lack of donor alignment to WPS interventions proposed by UN Women and consequently was unable to act as a significant normative presence for 1325 during this period. • 2020: UN Women conducted gender responsive analysis of budget rebalance due to COVID-19 at all three administrative levels and called for more transparency and introduction of gender lens in crisis response.

Key Insights

UN Women’s adherence to international normative frameworks including CEDAW, Beijing Platform for Action, UNSCR 1325, Istanbul Convention and the SDG agenda

UN Women's normative work on raising awareness and supporting compliance with international conventions, including CEDAW, Beijing Declaration is widely understood by country stakeholders. The SN aligns to the international normative frameworks across the three-fold mandate, with normative results occurring through coordination efforts, advocacy and thematic programming. Although the SN envisioned engagement in WPS, this area was the least successful in terms of normative influence by UN Women due to a lack of fundraising. UN Women continues to advocate for increased gender mainstreaming in SDG reporting.

UN Women BiH CO contribution to implementing global norms and standards for gender equality and the empowerment of women

UN Women has taken part in significant regional programmes, including on ERAW and GRB, both of which include advocacy and capacity building for normative change. These programmes have allowed the CO to share its experiences influencing normative change with colleagues and to bring knowledge and best practices into BiH.

The CO has been reasonably successful in implementing global norms and standards in the area of ERAW, with a focus on the Istanbul Convention and CEDAW. This success includes enhanced reporting capacities at the institutional and civil society level (with actual reports and shadow reports), changes to the domestic violence law in Republika Srpska and efforts to make legislative and policy changes in FBiH. The complex political and administrative structure of BiH hinders legislative change and subsequent implementation. The successful normative work has also resulted in improved services at the local level, including local protocols and teams, that support coordination and multisectoral approaches.

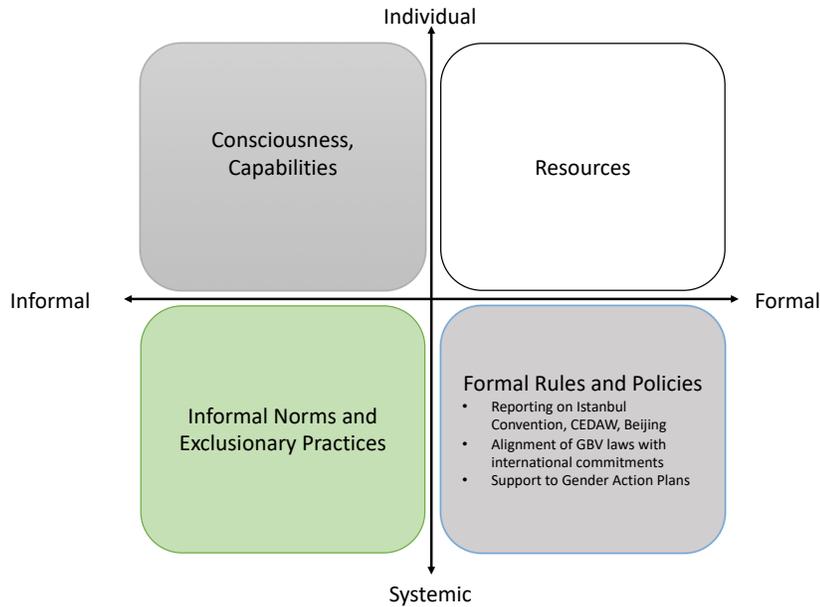
The CO has been less successful in implementing the expectations of UN SCR 1325. It was unable to raise funds for this arm of the SN and there are other key actors (NATO, OSCE) in the area that bring their own funding and priorities. While the CO did participate in a joint UN programme on CRSV, its portion of the joint programme was focused on enhancing survivors' economic empowerment through government benefits programming and local programming with civil society organizations, such as the provision of sewing machines to women's cooperatives. While the normative work on benefits programming had some results, it was limited in terms of its contribution to the implementation of UN SCR 1325.

BiH CO capacity to share lessons learned and inform global normative work and other country offices efforts

The CO regularly contributes its own knowledge and experiences to the other members of the region, taking part in regional conferences, roundtables and communications products (mostly within regional programmes on ERAW and GRB). The CO has had an increasingly active communications approach, using social media such as Facebook, Twitter and Instagram, ongoing relationships with the conventional media and public relations campaigns related to both specific programmes and global campaigns. The CO's most intensive campaigns have been related to the 16 Days of Activism and International Women's Day. Successful campaigns have engaged well-known Bosnians, such as sports figures, have included both men and women as gender equality champions and have had a multi-media approach. There is a space for learning and sharing of knowledge from CRSV joint programme, particularly to the countries with similar conflict and post-conflict context.

Applying the Gender at Work Framework

Given the objectives, it is expected that the work under the normative mandate falls almost exclusively in the formal/systemic quadrant. However, there is potential for the impact of the work to expand to the informal/systemic quadrant through a greater engagement with the civil society.



Limitations and forward-looking overview

Limitations	Forward-looking
<p>Limited ability to attract funding for UN SCR 1325</p>	<p>While implementation of the UN SCR 1325 commitments has been largely owned by national institutions and participation and advancement of women in security and defense sectors is covered by other international development partners, some niches seem unsupported. These are particularly women’s human rights and discrimination in security and defense structures and crisis management and response policies and practices, which in case of COVID-19 turned to be mostly gender blind, particularly in the first months of epidemic. UN Women appears as one of the UN partners to be engaged in health disaster risk management efforts in the Joint UN BiH COVID-19 Socio Economic Response and Recovery Offer (July 2020).</p> <p>Results of CRSV joint programme and their potential of inform regional and global normative function could be assessed.</p>

<p>Limited ability to attract funding for WEE</p>	<p>Prioritization of economic development and recovery during and after COVID-19 opens a space for UN Women to more strongly enter WEE area.</p> <p>Success in GRB and gender responsive policies in agriculture in RS, and recent joint study of resilient planning and budgeting for agriculture with FAO, in the light of COVID-19 pandemic, calling for more inclusion of women open space for further normative developments in WEE.</p> <p>Economic empowerment In the CRSV project, the CO used an economic empowerment approach to supporting survivors. Renewed donor interest in women’s economic empowerment as a result of the pandemic may be an opportunity for the CO to continue to support survivors of CRSV.</p>
<p>Normative work with civil society organizations is largely linked to financial support instead of strategic engagement</p>	<p>A number of civil society representatives interviewed indicated that they would welcome greater technical support from UN Women, as well as a revived coordination effort to support advocacy and normative change. The CO is currently exploring options to reinvigorate this relationship and engage CSOs in an increased number of thematic and normative areas.</p>
<p>The current indicators and measures and subsequent reporting for normative work set in the BiH CO SN are not clear enough to understand and appreciate the CO’s actual effort in the normative domain</p>	<p>The new SN presents an opportunity for the CO to reframe the normative portfolio and its measures in order to both highlight the efforts of the office and to ensure that staff work is aligned to the mandate.</p>
<p>Limited complementarity of the larger efforts of the UN System in BiH to implement UN Women coordination mandate in the country.</p>	<p>Within the context of its upcoming SN development UN Women should, in consultation with key United Nations partners in BiH, further clarify complementarities with regard to implementing the normative framework and priorities for BiH. Building upon existing experiences UN Women should identify specific ways in which it can optimize its comparative advantage the comparative advantage of other key UN partners to strengthen implementation of the BiH normative framework.</p>

Spotlight: The Ending violence against women (EVAW) Portfolio

The UN Women EVAW Portfolio

UN Women places emphasis on the prevention of violence against women and girls in private and public spaces, notably through transforming negative social norms, and will expand its existing focus on strengthening availability of services to victims and survivors. UN Women focuses its contribution on two areas:

- Countries and stakeholders are better able to prevent violence against women and girls (VAWG) and deliver quality essential services to victims and survivors with attention to women and girls at greater risk. This includes supporting the development of strengthened legislation and capacity for service providers; public policies, mechanisms to address impunity; training to ensure stronger capacity of law enforcement to prevent, protect and prosecute up in line with best practice; increased women's and girls' knowledge about their rights; advocacy and awareness campaigns, including for the engagement of men and boys; transformed social norms; and reliable data to track progress.
- More cities have safe and empowering public spaces for women and girls. This includes support to: incorporate safety for women and girls in urban development plans; develop gender-responsive and locally relevant programmes; and investments in the safety and economic viability of public spaces that are effective and accessible to all.

Purpose

To identify:

- UN Women's contribution to EVAW inside BiH (Evaluation Questions 4, 13, 17-24, 26, 31-33, 39)

The analysis in this Spotlight contributes to Findings 6, 7, 14, 15, Conclusions 2, 4 and Recommendations 5, 9, 10.

Analysis

Country Context

A Flagship Area

The thematic area of Ending Violence Against Women (EVAW) is a flagship area for UN Women globally, regionally and certainly for the Country Office (CO). At the time of the development of the Strategic Note (SN) 2015-2020, a specific outcome related to EVAW was embedded in the current United Nations

Development Assistance Framework (UNDAF) for Bosnia and Herzegovina (BiH) 2015- 2020. (Outcome 13: By 2019, coordinated multi-sectoral platforms prevent and timely respond to gender violence and provide comprehensive care and support to survivors). While UN Women has a coordination mandate for GEEW overall, multiple UN agencies were tasked with responsibility for the outputs contributing to this outcome. UN Women, and previously UNIFEM, had been working on EAW in BiH since its establishment in 2008, including in the development of The Framework Strategy for the implementation of the Istanbul Convention.

During the period of the SN, the CO has implemented two major EAW initiatives, as well as ongoing multi-sectoral advocacy for normative change both inside and in addition to specific project interventions. The *Standards and Engagement for EAW and DV in BiH* (2016-2019) was a project funded by SIDA focusing on two main outcomes: increased access to multi-sectoral services for survivors and changed social attitudes towards VAW.

Implementing Norms, Changing Minds (2017-2020) is a regional programme funded by the EU with three pillars: aligning legislative and policy environment with international standards, improving social norms and attitudes about EAW, and empowering survivors to advocate for and access support services.

Both the SIDA programme and the EU programme had Final Evaluations conducted in 2019, which confirmed the high level of relevance of the portfolio for the country context and international commitments, effectiveness of capacity building of institutions and women’s organizations involved in prevention and response, and a shift towards behavioral change approach in implementation. They called for continuation of capacity building interventions, support to implementation of standards, stronger monitoring and measurement of outcomes and impact capturing, regional cooperation and more focus on prevention, particularly among youth.

Internal Support for EAW

The EAW portfolio currently includes six staff all of whom are paid by project and programme budget. The five staff allocated to the SIDA project, include a project manager, prevention coordinator, field coordinator and project assistant, as well as an unfilled project associate position. The EAW regional programme has one staff person allocated to it at the position of technical project analyst. This is the largest portfolio in the office.

In the staff survey only 2 of 14 staff indicated that the EAW portfolio required additional technical support. Stakeholders commented positively on the expertise of the staff in the EAW portfolio.

Advocacy	
Key Commitments	Results 
Legislative and policy environment in line with international standards on EAW	<ul style="list-style-type: none"> The EAW portfolio supported institutional normative activities and CSOs advocacy that led to specific normative improvements to the legislative and policy environment related to EAW:

	<ul style="list-style-type: none"> ○ New Gender Action Plan 2018-2022 and entity strategies in both FBiH and RS ○ Adoption of amendments to Law on Protection from Domestic Violence in RS ○ Draft new law in FBiH ● A network of 22 CSOs was supported to produce an Alternative Report to GREVIO on the Istanbul Convention, which following an extensive consultative and validation process, was produced in 2019. ● The Safe Network, an organization of VAW shelters, conducted an analysis of existing gaps regulating specialist support services. ● The regional component of the ERAW regional programme enhanced the advocacy skills and understanding of the CSOs.
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Safety in public spaces ○ ○ ○	
Key Commitments	Results
Improved safety in public spaces	<ul style="list-style-type: none"> ● UN Women is partnering with the City of Banja Luka in the Safe Cities flagship initiative, supported by Sida. Despite some challenges in data collection, information on the context and needs in relation to countering sexual harassment in public spaces has been collected. This was followed by development of a Programme Intervention which was validated by the Advisory Group including local institutions, CSOs and beneficiaries.

Access to services ● ○	
Key Commitments	Results
Access to multi-sectoral services for survivors	<ul style="list-style-type: none"> ● The ERAW portfolio worked to create a strong normative impact through policy development, framework agreements with the Agency for Gender Equality and the Gender Centres, and work across 27 municipalities on protocols and local policies. The Final Evaluation commented on the strong effect of this work but that there remains ongoing need for implementation support.

	<ul style="list-style-type: none">• The portfolio supported CSOs in multiple municipalities, including traditionally less developed municipalities, to work collaboratively with local institutions on improvement to multi-sectoral approach, service delivery aligned to Istanbul Convention, and use of case management approaches.• CSOs and public institutions providing survivor services were strengthened through capacity building on cooperation protocols for responding to DV.• There has been a specific focus on enhancing support to survivors in marginalized communities. In BiH, through strengthening the capacity of a Roma-based CSO and worked on changing community perceptions about DV in the Roma community, especially targeting the views of Roma women and their trust in the CSO.• The project indicated that survivor reporting increased following campaigns and awareness raising in local communities.• Data on the quality of services is difficult to collect and insufficient to determine the impact to survivors, supporting the recommendation in the EAW evaluation that the measure should continue to be on the implementation of defined standards.• CRSV survivors support: Although the work has primarily been in the thematic area of Women, Peace and Security, the joint programme with IOM and UNFPA, has also contributed to the normative framework on the victims of war, opportunities for survivors of sexual violence to apply for employment and economic incentives support and CRSV survivors were provided psycho social support and empowerment.• COVID-19 emergency response: UN Women conducted a rapid assessment of status of specialized services in all 8 shelters in the country, during the COVID-19 lockdown. It repurposed programme funds to provide essential supplies and emergency financial assistance directly to the shelters. UN Women also undertook advocacy for shelter funding with key government institutions and raised an issue of shelters being declared essential services during emergencies. Immediate assistance was followed by more in-depth and systematic analysis and placing UN Women plans on EAW and crisis management into joint UN socio-economic recovery offer for BiH.
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Education for Prevention and Innovative Approaches 	
Key Commitments	Results
Changed social attitudes towards VAW	<ul style="list-style-type: none"> • The project conducted a large number of public engagement events, focused on changing norms and attitudes towards VAW, including: <ul style="list-style-type: none"> ○ Increased engagement of youth and innovative work with religious communities in the prevention of VAW and DV ○ Targeting men, boys and youth in general through interventions such as the Be a Man Club and extra-curricular workshops on gender in schools reaching thousands of young people across the country. ○ Media training on responsible reporting on DV. ○ Communication activities and campaigns on EVAW (16 Days of Activism, International Women’s Day, He for She and Generation Equality), communication through social networks and capturing results through feature stories from the field. • Women’s perception about VAW changed following project-supported community workshops including increased understanding that DV is not a personal/family problem and that reporting or intervening is necessary. • The project focused on Women’s Support Chain of survivors telling their stories as a means of influencing other women and supporting survivors who reach out for help.

Improving knowledge and evidence 	
Key Commitments	Results
Knowledge and evidence generation	<ul style="list-style-type: none"> • UN Women CO commissioned 5 studies on EVAW on such topics as the cost of domestic violence, multi-sectoral approaches, access to services for women belonging to marginalized groups. These knowledge products contributed to understanding of the environment and the opportunities for change. Engagement on CRSV survivors status also contributed to knowledge generation on their

	<p>needs that informed further programme activities of the CO.</p> <ul style="list-style-type: none"> • UN Women has published a policy paper on the impact of COVID-19 on women, including the increase in DV and produced videos and created videos during the 16 Days of Activism activities. It supported the preparation of an as-yet unpublished set of guidelines on access to services for marginalized groups. • Follow up on completed actions and measurement of the outcomes and impacts (impact and quality of introduced mechanisms and practices for survivors) for purpose of learning and future programming is less present.
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Key Insights

Contribution of programmatic activities in the EVAW portfolio

Changing the normative framework related to EVAW is a long-term effort, requiring strategic intervention in the social conversation about women and family, obligating politicians to take potentially unpopular positions and requiring public institutions to shift their approach to survivor support and the prosecution of perpetrators.

The CO, through its two major programmes in this field, has effectively supported BiH in this work. The SIDA programme laid the groundwork for both programmes through the production of five knowledge products conducting needs and baseline assessments. The normative framework related to EVAW in BiH is moving well towards alignment with the Istanbul Convention, including one major law already passed on domestic violence and draft laws and policies ready for adoption. The gender mechanisms in the country – the Agency for Gender Equality and the two Gender Centres – have the national Gender Action Plan and entity strategies. While these are critical advances, the country still has a significant distance to go in order to meaningfully implement these principles and laws. The programmes also supported the strengthened capacity for civil society organizations to advocate for alignment with global frameworks, which resulted in the production of the country’s first Alternate Report on the Istanbul Convention to GREVIO.

On the ground, the programmes worked to introduce collaborative, multi-sectoral approaches. CSOs continue to provide the bulk of specialized survivor services in BiH. While it is difficult to assess the full impact of this work, a large number of municipalities produced protocols and case management approaches and women who reported DV were able to access these services.

The most difficult impact to assess is whether programmes have been effective in changing social attitudes and perceptions. However, the increase in survivor reporting in target areas may be an indication that UN Women’s work over the past 5 years has been impactful.

The UN Women EVAW programming in BiH has targeted marginal communities – the regional programme worked directly with Roma-led CSO and the SIDA project worked in traditionally underserved

municipalities. However, the overall portfolio would be well-served with a strategic, rather than intervention, focus on supporting women who face intersectional marginalization. Psycho-social support to CRSV survivors was effective in their empowerment and self-confidence building and in some individual cases in addressing the challenges of current domestic violence reporting. Economic empowerment initiatives for CRSV that followed psychosocial support seemed not to be sustainable and many businesses closed or they keep minimum activities for therapeutic purposes only. Some women involved in agricultural production chains are more engaged.

Key Features of UN Women's Support

UN Women's specific contribution in the EAW portfolio is multi-faceted. The primary contribution in the area of EAW has been through financial support to civil society and government institutions. UN Women has also contributed meaningfully to knowledge generation and needs assessment, technical support, regional networking and capacity building for partners and some direct advocacy for normative change through the strategic partners. The EAW portfolio evaluations recognized prevention activities as a high priority and called for their continuation, which is also supported by the findings of this Country Portfolio Evaluation.

One of the ongoing challenges in these programmes is clearly measuring and sharing the contribution of the various partners and the impact of the work.

Stakeholders commented on the immense administration and reporting obligation required by the programmes, including noting that these obligations occupied significant staff time and resources.

Innovation and Sustainability in the EAW portfolio

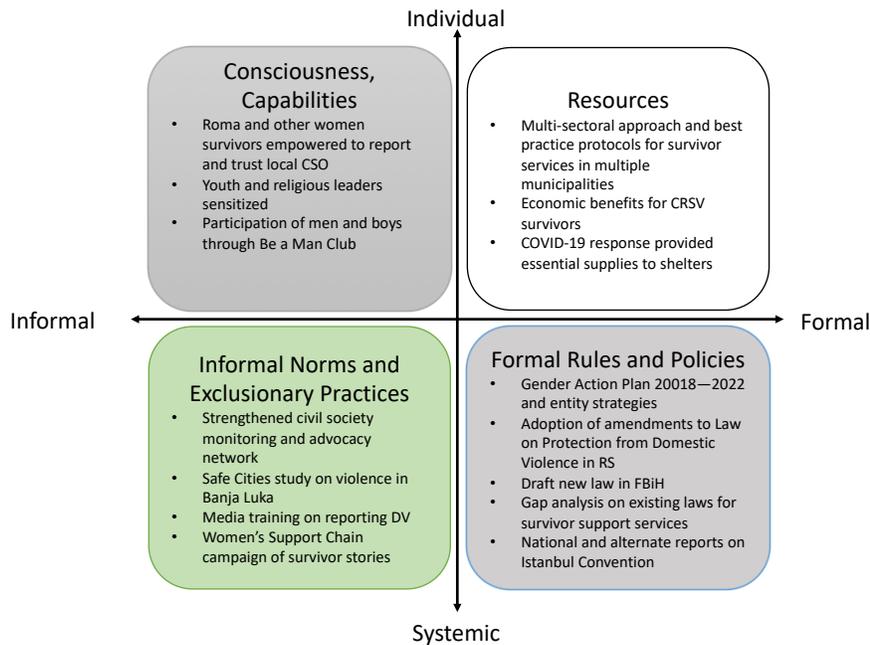
The EAW portfolio has introduced some innovative components, including working with youth and religious communities, new media advocacy, and the COVID needs assessment and response.

On the whole, there is an increased national ownership for EAW – through legislation, collaboration and the enhanced capacity of the civil society. The individual municipal multi-sectoral protocols appear to be sustainable. The legislative changes will require political will to be passed and/or implemented. UN Women has played an important role in ensuring recognition of the importance of aligning to the Istanbul Convention and other global frameworks.

The impact from recent activities, including the COVID response and the next steps in the Safe Cities programme, are yet to be fully realized.

Applying the Gender at Work Framework

The work of the EAW project was wide-ranging and impactful across the framework. Significant accomplishments in all quadrants indicate an effective approach to transformation on EAW.



Limitations and forward-looking overview

Limitations	Forward-looking
The complex political and administrative structure impedes rapid adoption and implementation of legislative change.	While continuing to advocate and support advocacy at the national and entity level, the impacts from canton and municipal-level interventions can serve as proof of the success of alignment to international standards. Improvement of quality of services and impact stories on survivors of violence could be systematically collected by existing implementing partners.
While specific programme interventions related to women in disadvantaged communities were present, intersectionality is insufficiently integrated into overall approach.	A more holistic and strategic approach to ensuring impact to disadvantaged communities (Roma women, women with disabilities, CRSV survivors, rural women etc.) is required across the ERAW portfolio. Future phases could consider measuring the specific impact to these target groups and developing an evidence-based set of approaches.

<p>The work of partners, including civil society organizations, is not clearly delineated, measured or promoted.</p>	<p>There is opportunity to further promote the work of implementing partners, particularly CSOs in UN Women's reporting to both acknowledge their contribution and strengthening their credibility with government institutions.</p> <p>There is opportunity to build on the work from current SN implementation in the field of EVAW to support baseline setting and meaningful impact measurement. Indicators could be developed jointly by UN Women and CSOs, with CSOs supported to collect first-hand data of beneficiaries (to measure quality of services, improvement in conduct of institutions).</p> <p>The CO's recent addition of a communications resource will build on the strong communication of the regional programme to support enhanced promotion of partner activities.</p>
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Spotlight: The Governance and Leadership Portfolio

The UN Women Governance Portfolio

Enabling governance systems are essential for the achievement of GEWE. UN-Women brings women's political participation and leadership, gender-responsive planning and budgeting and access to justice together to leverage their mutually reinforcing nature. UN-Women focuses its contribution on four areas:

- More women of all ages fully participate, lead and engage in political institutions and processes. This includes support for political decision-making bodies (including parliaments, local governments, political parties) and electoral management bodies to be inclusive, gender-balanced and gender-sensitive; women's networks; stereotypes that work against women's leadership be addressed, including through the engagement of men and boys; and for young women, indigenous women and women with disabilities to reach decision-making positions.
- More national and local plans, strategies, policies and budgets are gender responsive. This includes support to the development of national development strategies, national gender equality action plans, national HIV strategies, and disability programming.
- More and better quality and disaggregated data and statistics are available to promote and track progress on GEWE, including for those in vulnerable situations.
- More justice institutions are accessible to and deliver for women and girls in all contexts. This includes support to promoting the rule of law, the ratification and implementation of relevant international standards for gender equality and women's empowerment, repealing discriminatory legislation and tackling social norms that support such legislation

Purpose

To identify:

- UN Women's contribution to Governance inside BiH (Evaluation Questions 4, 13, 17-24, 26, 31-33, 39)

The analysis in this Spotlight contributes to Findings 2, 4, 8, 10, 14, Conclusions 2, 3 and Recommendations 1, 3, 7.

Analysis

Country Context

The Governance Portfolio

The Governance Portfolio is the CO's second largest portfolio, by finance and resourcing, after EVAW. The portfolio consists of three programmes:

Gender Responsive Budgeting (GRB) has been a regional priority since 2006, with a large regional programme that includes BiH in three phases starting in 2011 and ending in 2019⁵. In 2020 the Regional Programme *“Transformative Financing for Gender Equality towards more transparent, inclusive and accountable governance in the Western Balkan”* which builds on the preceding regional GRB efforts was launched. It is important to note there has been a fifteen-month gap between two regional programmes in the live cycle of the BiH SN. While the BiH CO managed to continue implementing limited activities related to the GRB portfolio during this gap period, including preserving the technical expertise of BiH CO staff this gap represented some limitations for the CO. The objectives of the GRB programming in BiH are to promote and adapt gender responsive fiscal laws, policies and national action plans and enable specific budgetary allocations for gender equality; and empower gender advocates and decision-makers to demand accountability from national and local governments on policies and budgetary allocations to support gender quality and women's empowerment.

Women in Elections (WIE) June 2018 – Dec 2020 – The WIE project is a project implemented by UNDP and UN Women in BiH. While UNDP leads the programme, UN Women is a Recipient Agency under a UN Agency Contribution Agreement to implement one component of the project. UN Women's component *“Fostering Political Participation”* included the development of a baseline study on women's participation, capacity building for relevant government institutions, and public outreach.

Gender Equality Facility (GEF) represents a critical initiative for BiH as it is directly responsive to the EU requirements for integration and proposes to enhance the capacity of the institutional gender mechanisms. In advance of finalizing the EU project proposal, SIDA funded a scoping project in 2018-2019 in which three sectoral analyses were conducted. GEF has already functioned as an implementation modality between EU and UN women for mainstreaming GEEW in the EU integration processes in Serbia and Albania as a way to engender government reforms supported by the EU. The EU GEF project in BiH commenced in September 2020.

⁵ The current regional GRB approach builds on the subsequent GRB interventions, *“Gender Responsive Budgeting (GRB) in South East Europe (SEE): Advancing Gender Equality and Democratic Governance through Increased Transparency and Accountability in Albania, BiH, FYR of Macedonia and Serbia (2006-2010); “Promoting Gender Responsive Policies and Budgets in South-East Europe Phase I” (2011-2013); “Promoting Gender Responsive Policies and Budgets in South-East Europe Phase, Phase II (2013 -2016)”;* *“Promoting Gender Responsive Policies in South East Europe Phase III 2017-2019”*. The Regional Programme *Transformative Financing for Gender Equality towards more transparent, inclusive and accountable governance in the Western Balkan 2020-2024* was launched in June 2020.

Internal Support for Governance

Staffing in the Governance portfolio has been an issue over the period of the SN, as the WIE project lost its dedicated staff member in mid-project and the GRB regional programme did not fund a fulltime staff person. However, currently the portfolio has three non-core staff (one GRB coordinator, one Governance and Leadership Coordinator and one Project Assistant) and four planned recruitments (one GRB associate, one GEF project manager, one GEF associate and one GEF communications assistant). Governments' stakeholders commented positively on the expertise of the staff in the Governance portfolio.

In the staff survey only 4 of 14 staff indicated that the Governance portfolio required additional technical support. Stakeholders commented positively on the expertise of the staff in the Governance portfolio.

Gender Responsive Budgeting (GRB) 	
Key Commitments	Results
National and local policies, action plans and programmes respond to GE priorities and allocate adequate funding for their implementation	<ul style="list-style-type: none"> While there is some enabling legislation in place at the local and entity levels and policy frameworks are under development, active GRB implementation remains at the local level. There is slow adoption at the national level. Capacity building for MPs and staff and line ministries, along with GRB training packages for the Agency for Civil Service Conducted gender responsive policy analysis of some government institutions and line Ministry programs Municipal reallocation of funds to support rural women and CRSV survivors
Accountability mechanisms are strengthened and CSOs, gender advocates and MPs effectively monitor national and local policy planning and budgeting	<ul style="list-style-type: none"> Financing to gender mechanisms to implement GRB Engagement of CSOs effective but limited to specific interventions in local places, training to CSO representatives

Gender Equality Facility 	
Key Commitments	Results
To improve the performance of the mandate of gender institutional mechanisms and key personnel	<ul style="list-style-type: none"> Scoping work funded by Sida was done to create a baseline understanding and lay the groundwork for the larger EU project. Three sectoral analyses were conducted – agriculture and rural development;

<p>mandated for European integration and gender equality:</p> <ol style="list-style-type: none"> 1. Capacities of Gender Institutional Mechanisms strengthened 2. Capacities of targeted institutions in BiH to include gender perspective in policy-making is improved 3. The implementation and monitoring of the selected areas of the Gender Action Plan is enhanced 	<p>competitiveness and innovation; and democracy, rule of law and gender responsive analysis.</p> <ul style="list-style-type: none"> • The formal GEF project has been approved, funded by the EU and started in September 2020.
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Women's Political Participation 	
Key SN Commitments	Results
<p>Fostering Political Participation of Women</p>	<ul style="list-style-type: none"> • Baseline Study: In 2018/19, UN Women commissioned a baseline study to analyze impediments and opportunities to women's political participation. This study formed the basis of the training materials and sessions that followed. • Capacity Building: In 2019/20, UN Women conducted capacity building for key institution through the preparation of knowledge products (Toolkit for Gender Mainstreaming in Policy Development, Achievements Report of the Gender Equality Commission of the House of Representatives in BiH) and conducting a study tour to Sweden for representatives from partner institutions and conducting capacity building on gender mainstreaming in policy development for Gender Equality Commission of the Parliamentary Assembly of BiH, GAP and AP 1325 coordination board members. • Public Outreach: In 2019/20, UN Women conducted media training and a journalists competition, three public discussions on the baseline study and held the FEMPOWER Conference of Women Leaders for Development. They produced a brochure on Understanding the Elections Cycle in BiH for women participating in elections.

Key Insights

Contribution of programmatic activities in the Governance and Leadership portfolio

The Governance portfolio, especially through the GRB programming, has been an important tool for UN Women's positioning as a valuable resource to government institutions. The GRB programming had wide-ranging impact, taking the concept of gender equality beyond the traditional government gender mechanisms and directly impacting critical areas in BiH for women such as agriculture. The local impact of this programmatic area was the most effective in terms of institutionalizing the practice. While at the national and entity level there are some targeted advances, such as in the Ministry of Agriculture in RS and the Ministry of Sports and Culture in BiH, and large scale training of civil servants, the overall adoption of the required legislation and policies is a long-term goal to be continued in the next phase of the programme.

The WIE project represented limited successes for UN Women. External issues such as implementation delays due to the election process and slow changeover of government and lack of appointments to key positions, combined with internal project factors related to the contractual relationship with UNDP, staff turnover and changes to the project plan, meant that UN Women could not deliver the all of intended outputs of the project. Some project outputs were either cancelled or substantially changed (such as the public outreach components like the social media campaign). Interviewed stakeholders were critical of the project.

One key area of missed opportunity across the portfolio is the minimal engagement of the civil society. Although the portfolio necessarily faces towards institutional engagement, BiH has a strong civil society that administers a number of services for women and has a strong advocacy role.

UN Women has contributed to the implementation of these projects with strong technical expertise in institutional capacity building, needs assessments, and the creation of knowledge products. UN Women has also contributed through funding of institutional and municipal partners and, to a lesser extent, civil society organizations. The GRB regional programming offered a significant amount of collaborative opportunities for staff and programme partners through networking, regional meetings and knowledge sharing.

Staffing in the portfolio has been challenged during this time, with the GRB coordinator only allocated partial hours for much of the project and the WIE staff member leaving the office part way through the project. Staff members are stretched to capacity delivering inside the projects and there is insufficient communication and synergy between projects across the SN. For example, there are opportunities for the use of GRB in the EAW portfolio. Both staff and stakeholders see the opportunities for greater future synergies in the portfolio. The recent increase in GRB allocation, and the addition of future staff supporting the GEF project, will be very valuable and strategic.

Sustainability in the Governance portfolio

There is substantial promise for sustainability in the Governance portfolio. While the GRB programming continues to work towards national and entity implementation, the local levels of government have adopted the practices. Adoption in some higher level ministries and larger municipalities is also encouraging, including the Ministry of Agriculture in RS (agricultural incentives), the Ministry of Sports and Culture BiH (increase in allocation of grants for female sport clubs), and the Municipality of Bratunac

(CRSV survivors associations now participate in municipal budget with two dedicated allocations). Unfortunately, at the time of the Final Evaluation in 2019, the other 10 ministries that worked with the GRB programme had not yet adopted the practice. The next phase is required to reap the efforts of the capacity building.

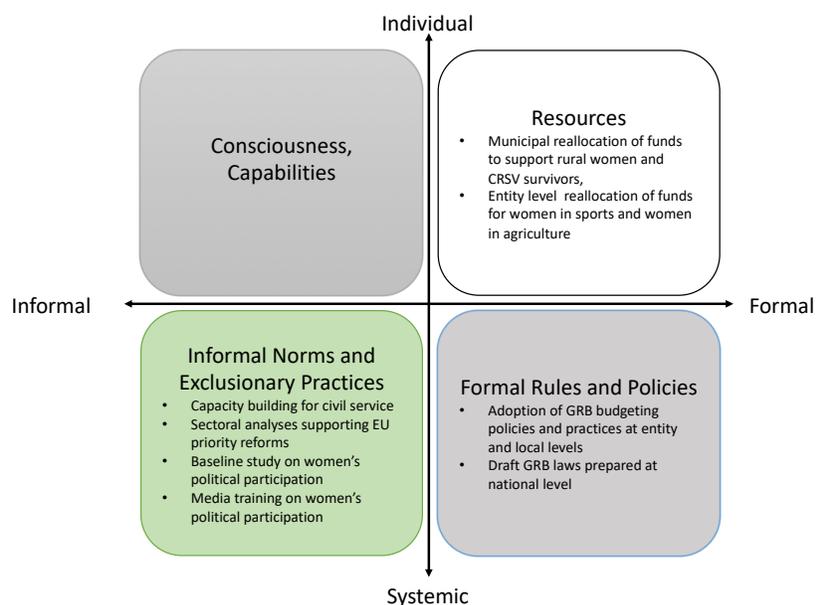
The Women in Elections did not yield substantial results and the stakeholders indicated that they did not appreciate a high level of relevance to the project. No next phase of the project is apparent for UN Women at this time and this is an area for UN Women to continue to make efforts in BiH.

The GEF project holds a substantial amount of promise for UN Women. The SIDA scoping project produced 3 useful sectoral analyses which were critical factors in obtaining the EU project approval. These analyses are also useful in terms of aligning synergies and opportunities across the Governance portfolio. The EU GEF Project will be a critical project in terms of aligning UN Women’s work with EU priorities and enhancing a positive relationship with the EU, as well as substantially increasing the prominence and efficacy of the gender mechanisms, UN Women’s strategic partners.

There is limited engagement of the civil society in this portfolio. This presents a barrier to widespread adoption and direct impact on women and girls and should be prioritized in next programming phases.

Applying the Gender at Work Framework

This portfolio has made impact in the systemic formal and informal quadrants through the GRB programme’s work to institutionalize GRB practices and work on capacity building and knowledge products in GRB, EU priorities related to GEF and women’s political participation. Localized and/or targeted impact was made in the individual/formal quadrants through the reallocation of municipal and entity level funds but there is little evidence of impact in the individual/informal quadrant. While this is to some extent understandable given the mandate of the portfolio, a greater engagement of the civil society in programming would support enhanced individual level impacts.



Limitations and forward-looking overview

Limitations	Forward-looking
<p>Due to complex administrative organization of the state, UN Women needs to engage its limited capacities at different administrative levels to achieve results countrywide.</p>	<p>UN Women has coordinated quite well the with the institutional gender mechanisms in the governance portfolio and advanced over time in fully aligning its actions with the mandates of different levels in the country. There are opportunities in the current GRB programming and in the GEF project to work across different levels of government, with the civil service and with a greater engagement of civil society.</p>
<p>UN Women Governance and Leadership area does not have overarching Theory of Change and appears projectized.</p>	<p>GRB is a tool that has utility across the thematic area and could be extended to the overall UN Women portfolio, particularly to ERAW and WEE. The new GEF project is also an opportunity to heighten the GEEW impact in overall EU reforms, including areas such as WEE, where there is a historic lack of donor focus and other joint national/EU priority areas.</p>

Annex 5: Terms of Reference UN Women Country Portfolio Evaluation (CPE) of UN Women Bosnia and Herzegovina Country Office (CO) Strategic Note (SN) 2015-2020

Full Terms of Reference can be found in the following link at UN Women's GATE:
<https://gate.unwomen.org/Evaluation/Details?evaluationId=6029>

Annex 6: List of UN Women Country Office Key Activities

The work of UN Women is focused around its three-fold mandate.

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both 1) work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly 2) work to mobilize and convene key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken across three mandate areas under the Strategic Note 2015 – 2020 are:

Normative	Coordination	Country programmes	Regional programmes
<p>Provide support to the authorities for implementing Gender Action Plan (2013 – 2017)</p> <p>Supporting the country in designing and implementing the BiH Strategy for the Implementation of the Istanbul Convention</p> <p>Supporting the authorities in realization of the Action Plan for the Implementation of the UNSCR 1325 (2014 – 2017), (2018 – 2021)</p> <p>Support to Beijing +20 and +25 national Review</p> <p>Support to CEDAW and Istanbul Convention national and shadow reports</p>	<p>Member of the UNCT</p> <p>Lead of UNCT Gender Theme Group (GTG)</p> <p>Lead of Results Group on Gender Equality (RGEW)</p> <p>Co-lead of International Working Group on Gender Equality</p> <p>Consultations with Civil Society Advisory Group (CSAG)</p> <p>Quarterly coordination with Gender mechanisms (BiH Agency for Gender Equality, RS and FBiH Gender Centers)</p>	<p>Impact Area 1: Governance structures and sector priorities reflect gender equality concerns and commitments</p> <ul style="list-style-type: none"> • Women in Elections Project June 2018 - December 2020 • Gender Equality Facility Project June 2018 - March 2019 <p>Impact Area 3: Women and girls live a life free of violence</p> <ul style="list-style-type: none"> • Standards and Engagement for Ending Violence Against Women and Domestic Violence in Bosnia and Herzegovina (2016 – 2019) <p>Impact Area 4: Peace, security, transitional</p>	<p>Impact Area 1: Governance structures and sector priorities reflect gender equality concerns and commitments</p> <ul style="list-style-type: none"> • BiH, North Macedonia, Albania and Moldova: Second Phase of the Regional Project “Promoting Gender Responsive Policies in the South Eastern Europe” January 2014 – December 2016; Third phase of the Regional Project “Promoting Gender Responsive Policies in the South Eastern Europe” January 2017 - January 2019 <p>Impact Area 3: Women and girls live a life free of violence</p>

		<p>justice and humanitarian action in Bosnia and Herzegovina are shaped by women leadership and participation.</p> <ul style="list-style-type: none"> • Joint UNCT Programme on Services for Survivors of Conflict Related Sexual Violence 2014 – 2019 <p>Across impact areas:</p> <ul style="list-style-type: none"> • Sida support to UN Women Strategic Note 2015 – 2020 	<ul style="list-style-type: none"> • Implementing Norms, Changing Minds 2017 – 2020
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Based on the national development priorities and the comparative advantage, UN Women implements a range of development interventions, providing a comprehensive response through the synergy of five key functions: technical assistance, advocacy, knowledge generation and management, coordination and programming. UN Women BiH programme addresses priorities in the five main impact areas as follows:

Impact 1: Governance structures and sector priorities reflect gender equality concerns and commitments. Strategic approach in this area combines efforts to promote participation of women in the governance structures, and to include gender perspective in policy making the processes related to EU integrations and budgeting and resource allocation. In promoting participation of women in the governance structures at central and local levels, UN Women uncovers structural obstacles to women’s participation and promote gender sensitive actions and cooperation among the key actors with ability to address them. Key focus is on empowering women, both as voters and elected women, engaging men, as gate-keepers in the political parties and as champions of gender equality, and promoting gender sensitive election systems and processes, including voter education, and education and training of elected women. UN Women supports close partnership between the gender institutional mechanisms and Directorate of European Integrations and other institutions leading EU integration efforts at entity level to ensure inclusion of gender perspective, and gender sensitive targeting in strategic priorities and allocation of IPA resources. In close partnership with Ministries of Finance and line ministries, UN Women upscales proven approaches and good practices for integration of Gender Responsive Budgeting as a tool at all levels of planning and policy-making and support the institutions to translate gender commitments into monetary commitments through applying “gender lens” to the processes and resources.

Key activities and partnerships in this area are:

- Technical support and mentoring for the three Ministries of Finance and budget users (primarily line ministries) to implement joint approach to gender responsive policy making and budgeting, to introduce gender objectives in the budgets and policies and to monitor their implementation;
- Expert support to the parliamentarians and key selected parliamentary commissions (budget and finance, gender equality and EU integrations) to influence gender equality perspective in the budgets and policies in the approval and implementation monitoring process;
- Capacity building of the CSOs and gender equality advocates for the budget literacy and policy making influence with the view of ensuring commitments and their implementation;
- Support to Central Election Commission to design and implement gender equality provisions in the Local Elections in 2020;
- Expert support to the gender institutional mechanisms and selected line ministries to include gender perspective in the IPA programming, including development of the sector specific gender mainstreaming guidelines and toolkits.
- Key partners: Gender Institutional Mechanisms, Ministries of Finance, Parliaments, selected CSOs (representing all spheres of life, including women with disabilities, Roma women, youth, and other groups at the risk of being left behind), Central Election Commission, Directorate for European Integration, line ministries at the State and Entity level (priority sectors aligned with the IPA programming priorities)

Impact 2: Women have income security, decent work and economic autonomy. In this impact area UN Women utilizes two-pronged approach of influencing the major players and implementing targeted interventions aimed at influencing policies relevant for economic empowerment of women. Given the development challenge in this area, the appropriate reach is secured through partnership with the “big players” in the economic reform, primarily World Bank with a view of engendering their support to government and investment programmes. UN Women works to improve the effectiveness of existing policies through policy coherence between programmes for gender equality and employment promotion. At the institutional level, UN Women aims to achieve effective targeting and inclusion of women (especially with disadvantageous characteristics) in existing labour market measures and programmes based on the action-oriented research of the existing measures.

Key activities and partnerships in this area are:

- Comprehensive analysis of the impediments for women’s entry into the labor market (including self-employment and entrepreneurship);
- Development of gender sensitive policy recommendations in line with the Reform Agenda II;
- Support to CSOs and gender equality advocates to define proposals and advocate for the policy changes aimed at increasing employment and entrepreneurship opportunities for women.
- Key partners: Gender Institutional Mechanisms, Ministries of Finance, Ministries of Labor and Entrepreneurship, selected CSOs (representing all spheres of life, including women with disabilities, Roma women, youth, and other groups at the risk of being left behind), Associations of women entrepreneurs, World Bank, IFC.

Impact 3: Women and girls live a life free of violence. In Ending Violence against Women, UN Women continues to engage in enhancing prevention and protection from violence against women and domestic violence by localizing the standards defined by the Istanbul Convention. At the **policy level**, UN Women works closely with the responsible governmental institutions to harmonize the legal and policy framework with the Istanbul Convention by ensuring that this process is underpinned by a) good practices in responding to and preventing VAW and DV identified in the Phase I and b) localized minimum standards for service provision (as defined by Istanbul Convention). In the work on strengthening **protection** system, UN Women focuses on enhancing the access to multi-sectoral and victim-centered protection system and resources that meet the needs of victims and survivors of VAW and DV. Namely, UN Women has two main focuses: a) monitoring and mentoring the work on coordinated response in the local communities from Phase I of project implementation as well as scaling up to new local communities; b) standardization of the quality of the response by first responders, by ensuring that quality assurance and monitoring mechanisms related to service provision to victims of DV are introduced and applied in 1 sector (preferably police) in both entities. In **preventing** violence against women, UN Women works with men, women and youth by using methods used in Phase I of project implementation, such as Be a Men Clubs and peer to peer educations. Furthermore, UN Women seeks to engage men of all ages by identifying entry points in men's life cycle. Finally, UN Women works to engage local agents of change in each of target municipalities (religious leaders, media, business community etc.) to be actively involved and build public awareness of the negative consequences of VAWG.

Key activities and partnerships in this area are:

- Technical support for the multi-sectoral teams to monitor quality of implementation of the multisectoral response to domestic violence at the local level, and support to independent CSO monitoring;
- Support to the introduction of minimum standards and licensing and specialization of service providers;
- Inclusion of men and boys in prevention of gender-based violence, including as peer educators in schools and local communities;
- Capacity building and targeted engagement of media in responsible reporting on gender-based violence and prevention;
- Involvement of religious leaders in the local initiatives to promote prevention and response to gender-based violence and domestic violence;
- Key partners: Gender Institutional Mechanisms, institutional actors involved in the multi-sectoral response to violence against women, Safe Network, selected CSOs (representing all spheres of life, including women with disabilities, Roma women, youth, and other groups at the risk of being left behind), Media Roster and professional associations, Inter-religious council, religious leaders.

Impact 4: Peace and security and humanitarian action are shaped by women leadership and participation.

In addition to the continuing support to the implementation of the commitments under the BiH Action Plan for the Implementation of the UNSCR 1325, UN Women works with UNDP, UNFPA and IOM in the frame of the Joint Programme focusing on the improvement of position of survivors and availability of service services for the survivors of conflict related sexual violence. The newly adopted 1325 Action Plan, as well as prospective re-activation of NATO partnership, provides renewed commitment to increase participation of women in defense and security and to localize actions to improve human security of women, but it also, very

importantly, prioritizes a new area of intervention – preventing violent extremism. UN Women has a wealth of experience as the first organization to support UNSCR 1325 implementation in the country (including support to the 1325 AP Coordination Board, establishment of the CSO Advisory Board, support to localization of 1325 commitments, and support to CSO interventions), and has recently created an important knowledge base on the gender sensitive causes and effect of radicalization and violent extremism in the country. This knowledge combined with the tested approaches in the countries facing similar challenges makes UN Women a key partner to national and international actors involved in this area.

Key activities and partnerships in this area are:

- Expert support and facilitation of partnership between the Coordination Board for the implementation of the UNSCR 1325 Action Plan and the CSO Advisory Board;
- Technical support to the defense and security sectors to promote recruitment and promotion of women in military and police;
- Support to monitoring and evaluation of the UNSCR 1325 Action Plan, including localization of AP commitments;
- Expert support to the institutionalization of economic empowerment of survivors of Conflict Related Sexual Violence (CRSV);
- Support to CSOs and community leaders to promote inclusion of women in prevention of radicalization and violent extremism in communities at risk.
- Key partners: Gender Institutional Mechanisms, Coordination Board for the implementation of UNSCR 1325 Action Plan, Ministry of Defense, Ministries of Security, CSOs, local community administrations and leaders, police academies, professional associations of women in police and military.

In line with UN Women’s commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. The Strategic Note includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators on coordination and strategic partnership, organizational effectiveness, communications and financial management. The evaluation is expected to use this to assess organizational performance.

Annex 7: Interview Protocols

Interview Protocols

Standard information for all interviews:

Date:

Name of Interviewee:

Position held in organization:

Organization:

Interviewers:

Opening Statement

- This interview will inform the UNW Country Office BiH Country Portfolio evaluation. In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note over the past 5 years.
- This evaluation, while of course it looks backwards over the past 5 years, is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future. We appreciate your time and your information to support this process.
- A number of program and project evaluations have already occurred during the past 5 years and we have studied these. We are hoping to avoid asking you the same questions that you have already answered but if we do, please forgive us. We are using the information you provide us to create a picture of the overall work and impact of the UNW office.
- We are an independent team of evaluators, with a member of the UNW Evaluation Team at HQ and two independent experts - one national and one international. [introduce members present]
- Any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- Questions?

UNW Regional Office

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. Please describe your working relationship with UNW CO BiH.
3. Please describe which projects or programmes you have worked with UNW directly on or taken part in activities.

Relevance

4. How does the SN and the BiH CO's set of programs, activities and approaches align to the global and regional goals of UNW, including UNW's Strategic Plan and the mandate?
5. As you see it, how well does the BiH SN and approach align to the country and regional context, policy framework and human rights norms and standards? How well does the approach of UN Women CO take into account the context of EU integration of BiH?
6. Based on your experience and perspective, does the UNW BiH portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?
7. What role did the BiH CO play in response to major social disruptions such as the floods in 2014 and now the pandemic? In the current pandemic context what is your view on UN Women BiH approach?

Coherence

8. How does support for the BiH SN, both for development and implementation, work between RO and CO? What is the role of HQ?
9. Does the BiH CO benefit from or contribute to regional synergies or partnerships with RO and other UNW offices in the region? How?
10. Does the BiH CO play a leadership role in the region? How?
11. From a regional perspective, what priority areas of focus did not receive sufficient attention from the BiH CO during the period of the SN? What is the reason? Should these areas be amplified in the next SN?
12. What do you think is the key comparative advantage for UN Women in BiH?

Effectiveness

13. What do you see as major achievements of BiH CO in the last strategic period?
14. From your perspective, what have been the main limitations of the BiH CO to implement the mandate of UN Women during the last 5 years?
15. From your perspective, has CO made progress in addressing root causes of inequalities and reaching the most vulnerable groups in BiH? Could you please give us an example?

Efficiency

16. What is your perception of the human resources envelope in BiH? Do you think the CO is well equipped from HR and financial perspective? What is your perception of the leadership of the CO (remind changes in leadership in the SN period)?
17. What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO?
18. To the best of your knowledge, during the period of the SN, was the BiH CO compliant with audit, financial and reporting obligations?

19. Are you familiar with the BiH resource mobilization approach/strategy? What is your perfection of it?
20. What are your recommendations to UNW CO BiH for the next strategic period?

UNW Headquarters

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. Please describe your working relationship with UNW CO BiH.
3. Please describe which projects or programmes you have worked with UNW directly on or taken part in activities.

Relevance

4. How does the SN and the BiH CO's set of programs, activities and approaches align to the global and goals of UNW, including UNW's Strategic Plan and the mandate?
5. As you see it, how well does the BiH SN and approach align to country, regional and global policies and human rights norms and standards?
6. What role would you view the BiH CO having in the case of major social disruptions such as the floods of 2014 and now the pandemic?

Coherence

7. How does support for the BiH SN, both for development and implementation, work between HQ and CO? How does the RO fit into the coordination and support?
8. What has been the interaction of your Division and the BiH CO during the last five years? On what topics and for what kind of support?
9. What do you think is the key comparative advantage for UN Women in BiH?

Effectiveness

10. Can you identify any outstanding achievement of the BiH CO as a contribution to UNW Strategic plan implementation?
11. From your perspective, what have been the main limitations of the BIH CO to implement the mandate of UN Women during the last 5 years?
12. To the best of your knowledge has BiH CO made progress in addressing root causes of inequalities and reaching the most vulnerable groups in BiH? Could you please give us an example?

Efficiency

13. What is your perception of the human resources envelope in BiH? Do you think the CO is well equipped from HR and financial perspective? What is your perception of the leadership of the CO (remind changes in leadership in the SN period)?
14. (if relevant) What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO?
15. What are your recommendations to UNW CO BiH for the next strategic period?

UN Organizations in BiH

Background

1. Please describe your role in your organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UNW CO BiH (e.g. Implementing partner, member of UNCT, etc.).
3. Please describe which projects or programmes you have worked with UNW directly on or taken part in activities.

Relevance

4. What are to your view key GEEW priorities and main challenges in BiH?
5. What are the root causes of GEEW to your view?
6. Who are the key players in BiH in this field?
7. Based on your experience and perspective, to what extent is the UNW BiH portfolio aligned to the context, country policies and human rights norms at international and regional levels?
8. How well does the approach of UN Women CO take into account the context of EU integration of BiH?
9. Based on your experience and perspective, does the UNW BiH portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?
10. Was UNW presence in UNCT in BiH relevant to implement UNDAF and support the implementation of GEEW related strategic goals of your organisation?
11. What role does UNW play in response to major social disruptions in BiH such as the floods in 2014 and now the pandemic?

Coherence

12. UN Women has a coordination mandate on GEEW in the UN system; what is your understanding of this mandate? How is to your view UN Women implementing it in the context of BiH?
13. What is UNW's comparative advantage in the work of GEWE compared to the other UN entities in BiH?

14. What about other international organizations (inside and outside the UN)? Who are the key players on GEEW in BiH to your view?
15. If you need advice on GEEW do you consider UN Women is the key institution to get inputs from? Is it your first option?
16. Based on your experience and perspective, is UNW making partnership choices that advance GEWE and the situation of women in BiH?
17. How do you define complementarities to advance GEEW in the broad work of the UN in BiH?

Efficiency

18. What is your perception of the human and financial capacities and resources of UNW CO in BiH? What are UNW COs strengths and weaknesses?
19. What is your view on the management of resources of the CO?
20. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time?

Effectiveness

21. In your joint programmes, do the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?
22. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
23. What were the enabling or hindering factors to the achievement of the outcomes?
24. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of the project?
25. To what extent you think this programme is contributing to addressing underlying causes of GEEW inequalities in BiH? How?
26. How are programme's beneficiaries selected? How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
27. What are the main contributions of UNW to the overall achievements? What innovative practices did UNW contribute?
28. Have lessons learned and experiences from the joint programmes been shared?

Sustainability

29. What are the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
30. What was the contribution of UN Women to that?
31. What would be your recommendations to the UNW BiH CO for the next strategic period?

International Organizations in BiH (OSCE, Council of Europe, etc.)

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UNW CO BiH.
3. Please describe which projects or programmes you have worked with UNW directly on or taken part in activities.

Relevance

4. What are to your view key GEEW priorities and main challenges in BiH? What are the root causes of GEEW to your view?
5. As you see it, how well does the BiH SN and approach align to the country and regional context, policy framework and human rights norms and standards?
6. How well does the approach of UN Women CO take into account the context of EU integration of BiH?
7. Based on your experience and perspective, does the UNW BiH portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?
8. What role did the BiH CO play in response to major social disruptions such as the floods in 2014 and now the pandemic? In the current pandemic context what is your view on UN Women BiH approach?

Coherence

9. What are the mechanisms of coordination between UN Women and your organisation? How effective are they? Are there any challenges?
10. Who do you consider as other the key players in BiH in the field of your cooperation and how satisfied you are with coordination with them?
11. What is the value added or comparative advantage of cooperation with UN Women CO BiH?

Efficiency

12. What is your perception of the human and financial capacities and resources of UNW CO in BiH in the field of your cooperation? What are UNW COs strengths and weaknesses?
13. Were there any challenges related to efficiency in your cooperation with UN Women?

Effectiveness

14. In your joint programmes, do the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?

15. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
16. What were the enabling or hindering factors to the achievement of the outcomes?
17. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of the project?
18. To what extent you think this programme is contributing to addressing underlying causes of GEEW inequalities in BiH? How?
19. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
20. What are the main contributions of UNW to the overall achievements? What innovative practices did UNW contribute?
21. Have lessons learned and experiences from the joint programmes been shared?

Sustainability

1. What are the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
2. What was the contribution of UN Women to that?
3. What would be your recommendations to the UNW BiH CO for the next strategic period?

Government counterparts

Background

1. Please briefly describe your role in your institution, including how long you have held the role.
2. (If necessary) Please describe the relationship between your institution and UNW CO BiH (e.g. formal or informal partner, grant or technical assistance beneficiary etc.).
3. Please describe which projects or programmes you have worked with UNW directly on or taken part in activities.

Relevance

4. What are to your view key GEEW priorities and main challenges in BiH? What are the root causes of GEEW?
5. As you see it, how well does the UNW CO BiH work and approach align to the country and regional context, policy framework and human rights norms and standards? How well does the approach of UN Women CO take into account the context of EU integration of BiH?
6. Based on your experience and perspective, does the UNW BiH portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing?

7. What role does UNW play in response to major social disruptions such as the floods in 2014 and now the pandemic?

Coherence

8. Who are the key players in BiH in the field of gender equality and GEEW?
9. To what extent do the interventions of UNW BiH ensure synergy and coordination with the government and other key partners in achieving GEWE? Do they avoid duplication?
10. Based on your experience and perspective, is UNW making partnership choices that advance GEWE and the situation of women in BiH?
11. What is UNW's added value / comparative advantage in the work of GEWE compared to the other stakeholders in BiH?

Efficiency

12. What is your perception of the human and financial capacities and resources of UNW CO in BiH? What are UNW Cos strengths and weaknesses?
13. What is your view on the management of resources of the CO?
14. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time?

Effectiveness

22. In the programmes you cooperate with UN Women in, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
23. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
24. What were the enabling or hindering factors to the achievement of the outcomes?
25. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of your cooperation?
26. To what extent your cooperation with UN Women has contributed to addressing underlying causes of GEEW inequalities in BiH? How?
27. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
28. What are the main contributions of UNW to the overall achievements? What innovative practices did UNW contribute?
29. Have lessons learned and experiences from your cooperation been shared?

Sustainability

30. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
31. What was the contribution of UN Women to that?
32. What would be your recommendations to the UNW BiH CO for the next strategic period?

Donors

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UNW CO BiH (e.g. Implementing partner, member of UNCT, etc.).
3. What are the priorities/strategies of your organization in the field of GEEW in general and in BiH in particular? Please describe which projects or programmes you have worked with UNW directly on or taken part in activities.

Relevance

4. What are to your view key GEEW priorities and main challenges in BiH? What are the root causes of GEEW to your view?
5. What is your knowledge of UNW Women presence/ interventions in BiH?
6. Based on your experience and perspective, to what extent is the programme you cooperate on with UNW BiH aligned to BiH context, country policies and human rights norms at international and regional levels?
7. How well does the approach of UN Women CO take into account the context of EU integration of BiH?
8. Based on your experience and perspective, does the UNW BiH portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?
9. In your opinion, does UN Women contribute to targeting the underlying causes of gender inequality?

Coherence

10. What is UNW's added value / comparative advantage in the work of GEWE in BiH?
11. To what extent do the interventions of UNW BiH ensure synergy and coordination with the government and other key partners in achieving GEWE? Do they avoid duplication? (For the EU, specific reflection on BiH commitments and progress in EU integrations)?
12. Who are the other key stakeholders in GEEW in BiH and how well UN Women coordinates with them?

Efficiency

13. How were you able to understand the value and impact of your donation?
14. Was there a results-based management system?
15. What was the quality of UN Women's reports? Did the reporting include results and outcomes, rather than outputs?
16. Was the intervention implemented within the intended timeframe and budget?
17. To your view were resources properly and cost effectively managed?
18. To your view is UN Women overall well positioned to mobilize resources?
19. What is your perception of the human and financial capacities and resources of UNW CO in BiH?

Effectiveness

20. To what extent and how have the interventions contributed to improving GEWE in BiH?
21. What would you identify as key achievements in initiatives implemented by UN Women and funded by your organisation?
22. Have unexpected results (positive or negative) been achieved?
23. Do you think the intervention you supported in UN Women contributed to addressing underlying causes of gender inequalities?

Sustainability

24. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability) under that initiative?
25. What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
26. What would be your recommendations to the UNW BiH CO for the next strategic period?

Civil Society Organization

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UNW CO BiH (e.g. Implementing partner, member of UNCT, etc.).
3. Please describe which projects or programmes you have worked with UNW directly on or taken part in activities.

Relevance

4. What are to your view key GEEW priorities and main challenges in BiH?

5. What are the root causes of GEEW to your view?
6. Who are the key players in BiH in this field?
7. Based on your experience and perspective, to what extent is the UNW BiH portfolio aligned to BiH context, country policies and human rights norms at international and regional levels?
8. How well does the approach of UN Women CO take into account the context of EU integration of BiH?
9. Based on your experience and perspective, does the UNW BiH portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing?
10. What role does UNW play in response to major social disruptions, such as the floods in 2014 and now the pandemic?

Coherence

11. Who are the key players in BiH in the field of gender equality and GEEW?
12. To what extent do the interventions of UNW BiH ensure synergy and coordination with the government and other key partners in achieving GEWE? Do they avoid duplication?
13. Based on your experience and perspective, is UNW making partnership choices that advance GEWE and the situation of women in BiH?
14. What is UNW's added value / comparative advantage in the work of GEWE compared to the other stakeholders in BiH?

Efficiency

15. What is your perception of the human and financial capacities and resources of UNW CO in BiH? What are UNW COs strengths and weaknesses?
16. What is your view on the management of resources of the CO?
17. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time?

Effectiveness

18. In the programmes you cooperate with UN Women in, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
19. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
20. What were the enabling or hindering factors to the achievement of the outcomes?
21. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of your cooperation?

22. To what extent your cooperation with UN Women has contributed to addressing underlying causes of GEEW inequalities in BiH? How?
23. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
24. What are the main contributions of UNW to the overall achievements? What innovative practices did UNW contribute?
25. Have lessons learned and experiences from your cooperation been shared?

Sustainability

33. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
34. What was the contribution of UN Women to that?
35. What would be your recommendations to the UNW BiH CO for the next strategic period?

Consultants and other external experts

Background

1. Since when have you cooperated with UN Women CO BiH?
2. Please briefly describe, what were the tasks, assignments and projects or programmes you were engaged on?

Relevance

3. What are to your view key GEEW priorities and main challenges in BiH? What are the root causes of GEEW to your view?
4. Who are the key players in BiH in this field?
5. Based on your experience and perspective, to what extent is the UNW BiH portfolio aligned to BiH context, country policies and human rights norms at international and regional levels?
6. How well does the approach of UN Women CO take into account the context of EU integration of BiH?
7. Based on your experience and perspective, does the UNW BiH portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing?
8. What role does UNW play in response to major social disruptions, such as the floods in 2014 and now the pandemic?

Coherence

9. To what extent do the interventions of UNW BiH ensure synergy and coordination with the government, civil society, UN and other key partners in achieving GEWE? Do they avoid duplication?
10. What is UNW's added value / comparative advantage in the work of GEWE compared to the other international organizations (stakeholders?) in BiH?

Efficiency

11. What is your perception of the human and financial capacities and resources of UNW CO in BiH?
What are UNW COs strengths and weaknesses?
12. Were there any issues related to efficiency in your cooperation with UN Women?

Effectiveness

13. In the programmes you cooperate with UN Women in, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
14. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
15. What were the enabling or hindering factors to the achievement of the outcomes?
16. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of your cooperation?
17. To what extent your cooperation with UN Women has contributed to addressing underlying causes of GEEW inequalities in BiH? How?
18. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
19. Have lessons learned and experiences from your cooperation been shared?

Sustainability

20. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
21. What was the contribution of UN Women to that?
22. What would be your recommendations to the UNW BiH CO for the next strategic period?

UNCT Survey Summary

About the Survey

The purpose of the survey was to obtain the perspectives of relevant UN staff, including members of UNCT, the Project Management Teams, the Gender Theme Group and the Results Group on Empowerment of Women, to better assess implementation of UN coordination on the GEEW mandate and its implementation in BiH.

The survey was conducted from August 24, 2020 to September 3, 2020, by email using Google Forms. The deadline was extended by 2 weeks to solicit additional responses.

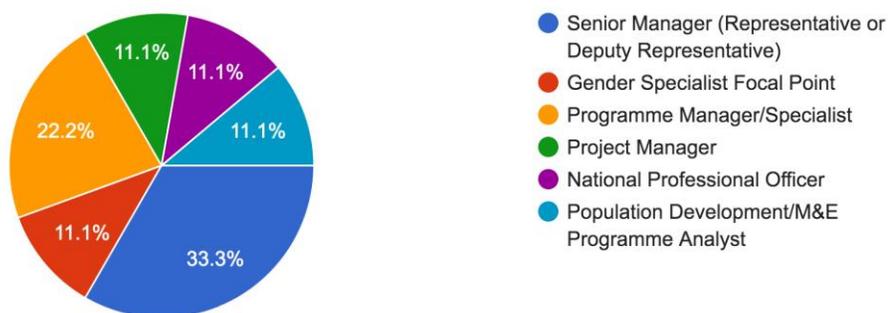
The survey response rate was 16% (9 out of 52 solicited responses). Consequently, the answers cannot be taken as quantitatively definitive of the UN system experience and have been used as illustrative answers only, supplementing the information provided to the evaluation team in documents and individual interviews.

Survey Responses

The 9 respondents have the following characteristics:

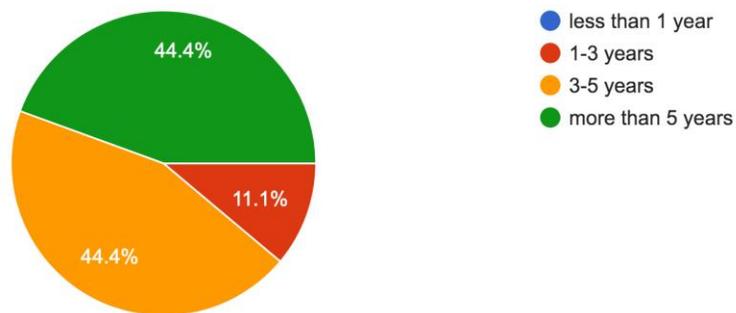
- Identified Gender: 7 male, 2 female

2. What is your position in your organization?
9 responses



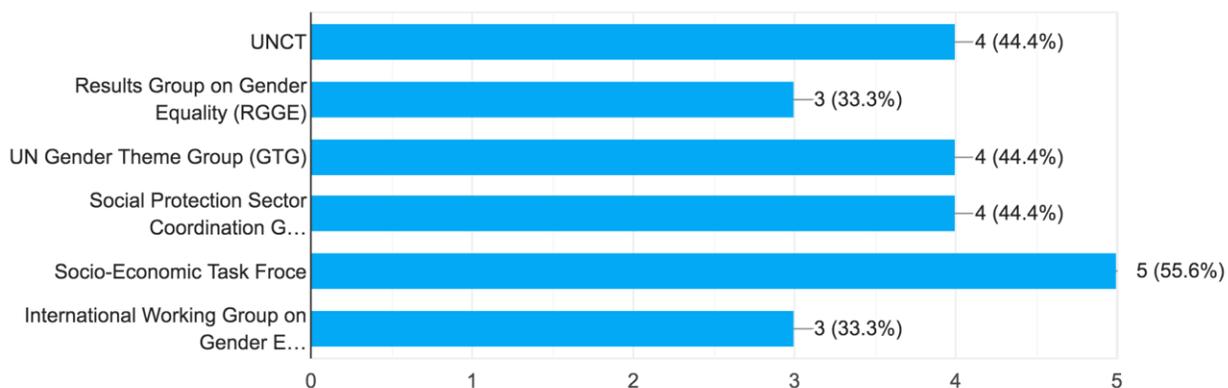
4. How long have you worked at your current organization?

9 responses

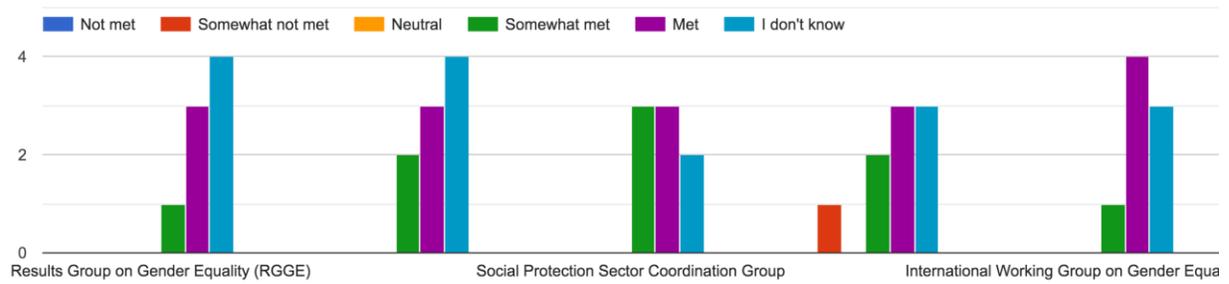


5. Since 2015 and forward, in which of the following UNCT BiH coordination mechanisms have you participated?

9 responses



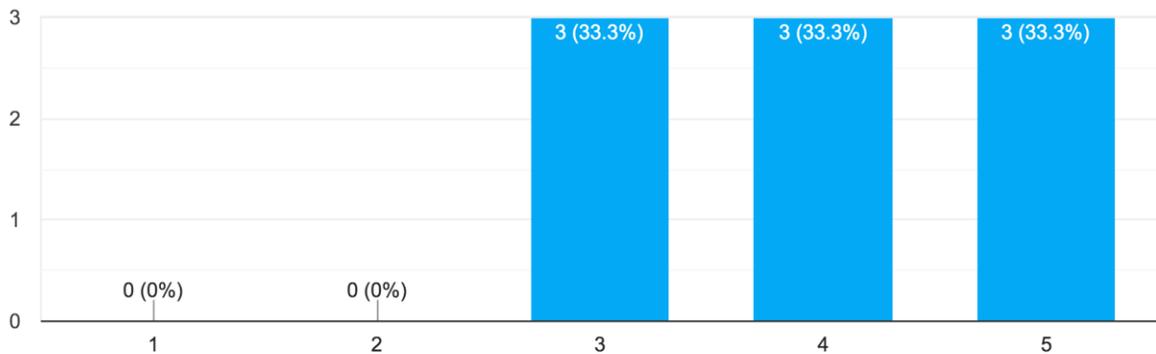
6. In your opinion, to what extent have the gender coordination mechanisms met their objectives and the UNCT mandate?



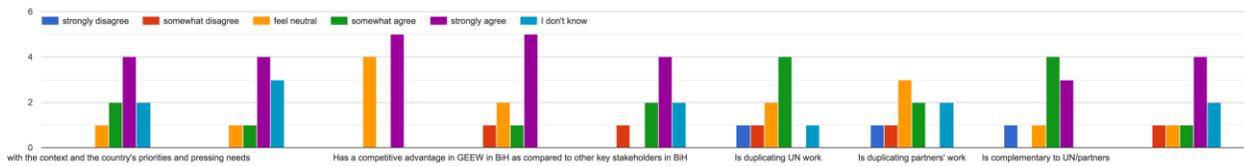
Note for q. 7: The response options were a scale from 1 (not at all) to 5 (fully)

7. In your opinion, to what extent is the UN system in BiH mainstreaming GEEW?

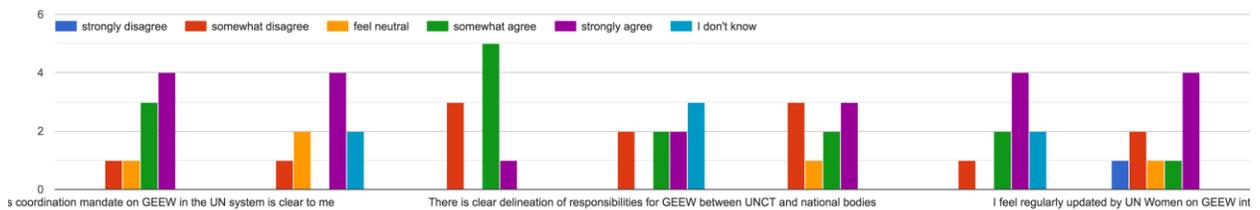
9 responses



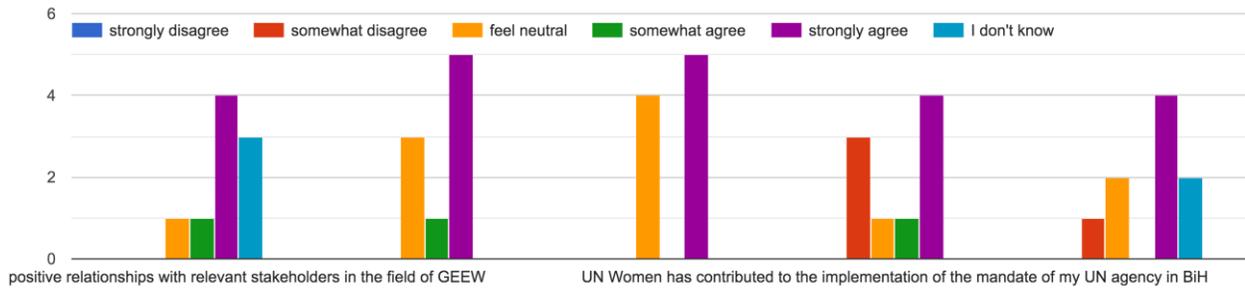
8. Please indicate your level of agreement with the following statements on RELEVANCE and CONTEXT. UN Women BiH:



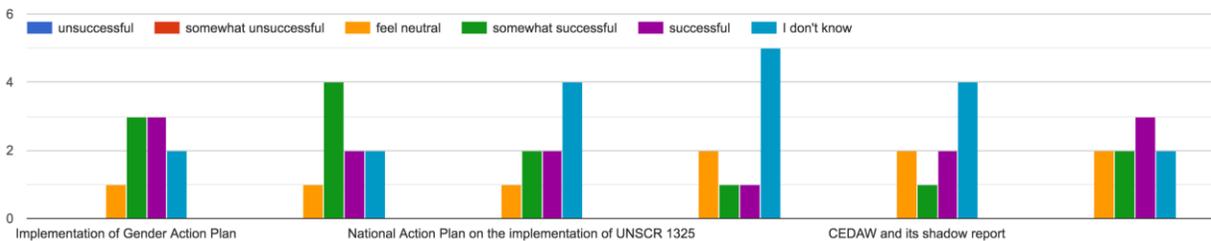
9. Please indicate your level of agreement with the following statements on COORDINATION:



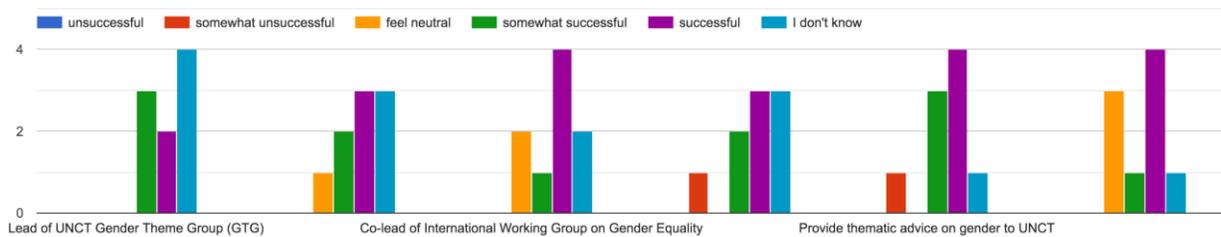
10. Please indicate your level of agreement with the following statements on IMPACT:



12. From your perspective, please provide your assessment of the success of the following UN Women NORMATIVE interventions and activities from 2015-2020:



13. From your perspective, please provide your assessment of the success of the following UN Women COORDINATION interventions and activities from 2015-2020:



15. What do you consider to be UN Women’s strengths? (7 responses)

- Technical capacities of staff
- Coordination and working in the UNCT
- Expertise
- Their expertise on gender issues and capacity to coordinate
- Clear mandate on GEEW, with envisioned expertise
- Recognized by donors to lead the process on gender equality
- Strong leadership

16. What do you consider to be UN Women's challenges (6 responses)

- Few staff members
- Communication
- The overlap of responsibilities with regards to gender-related themes
- Duplication of work with other UN agencies, challenges faced due to political and structural situation with authorities in BiH, inability to adapt and quickly react to pressing needs in the country
- UNW is stepping into UNFPA's mandate when it comes to GBV; political situation in the country
- Business model that is project based does not auger well for long term impact

17. In your perspective, what are the key GEEW priorities in BiH to address the challenges now and after the COVID-19 crisis (6 responses)

- Women participating in the everyday life as well as EVAW
- Economical empowerment and technological education of elderly
- The fight against domestic violent and SGBV
- NA
- Building human capital with focus on educational attainment and good health of all, with focus on female population and their inclusion in economic processes through employment
- Participation of women in all aspects of planning, implementation and recovery phases

18. What recommendations do you have for UN Women as it plans for the next 5 years? Please consider the UN Women three-fold mandate: normative, coordination and operational, as well as the potential areas of cooperation between your agencies. (6 responses)

- To work more on economic empowerment of women in BiH
- Continue holding partners and authorities to account as well as ensure no duplication amongst UN agencies
- more field work
- NA
- BiH has many normative documents signed but their implementation is slow. UNW should assist government authorities in this process.
- There are many areas of commonality. We need to hold national authorities accountable for their commitments to gender equality and empowerment of women especially on violence against women, representation, participation as well as eliminating discrimination

UN Women Staff Survey Summary

About the Survey

The purpose of the survey was to obtain the perspectives of the members of the Country Office related to the relevance, efficiency, effectiveness and impact of the activities of the Country Office over the period of the Strategic Note.

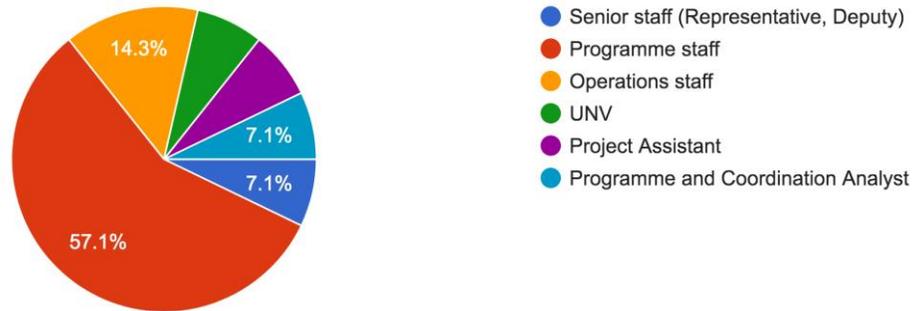
The survey was conducted from August 24, 2020 to September 3, 2020, by email using Google Forms. The deadline was extended by 2 weeks to solicit additional responses.

The survey response rate was 82% (14 out of 17 solicited responses). The responses to some questions have not been reproduced below in order to preserve the anonymity of respondents.

Survey Responses

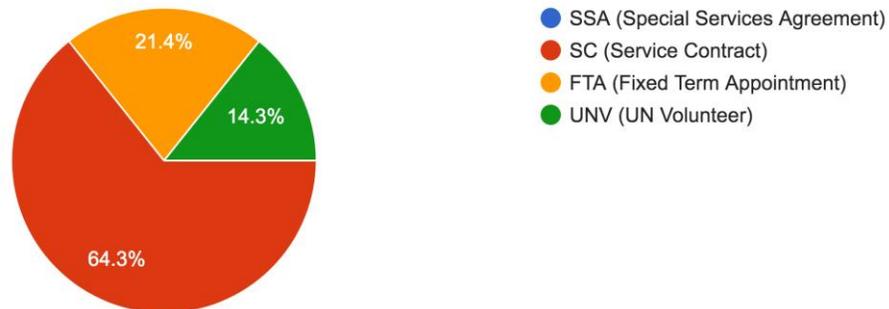
1. What is your position in the office?

14 responses



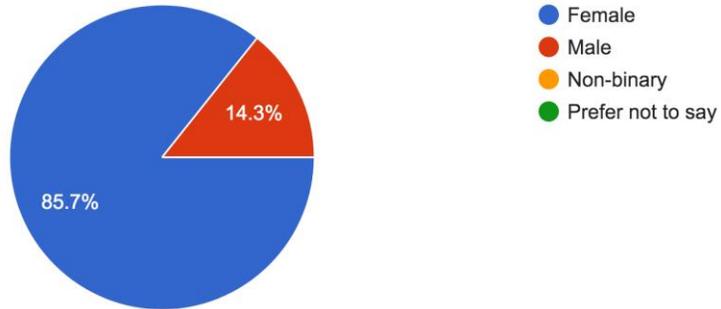
2. What type of contract do you have?

14 responses



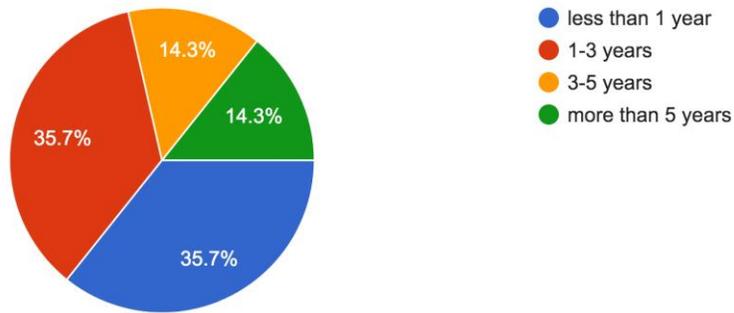
3. Your gender identification:

14 responses



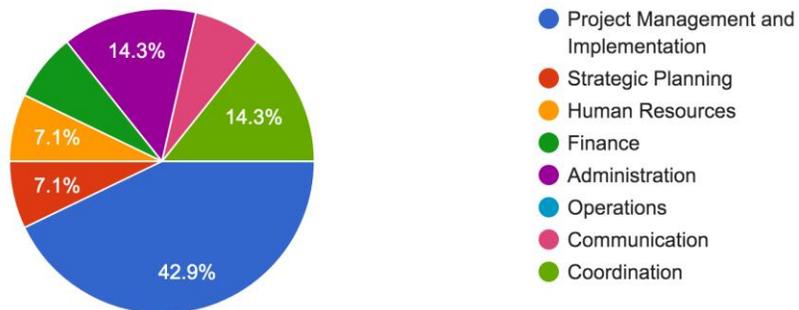
4. How long have you worked at UN Women BiH Country Office?

14 responses



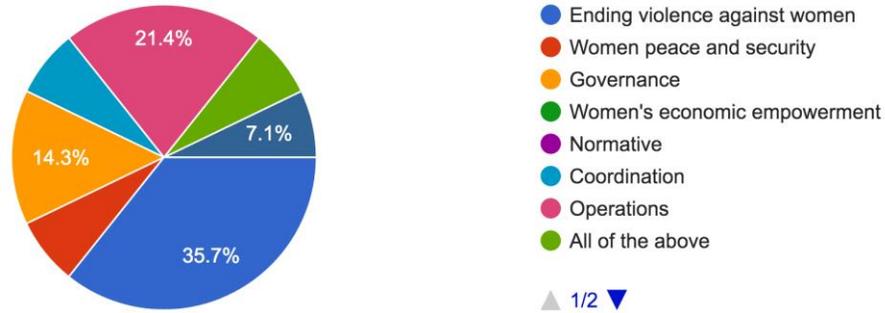
5. What is your main operational area of work?

14 responses



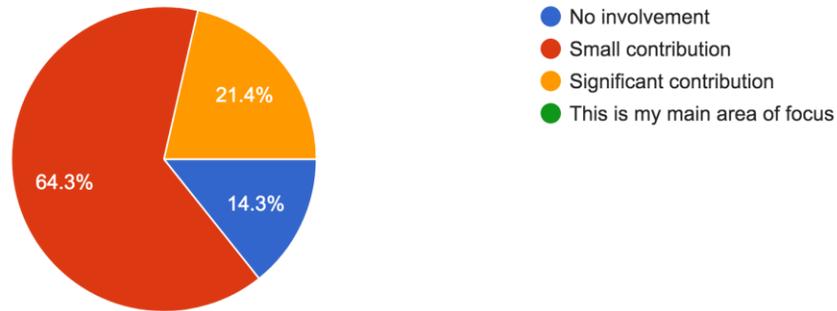
6. What is your main thematic area of work?

14 responses



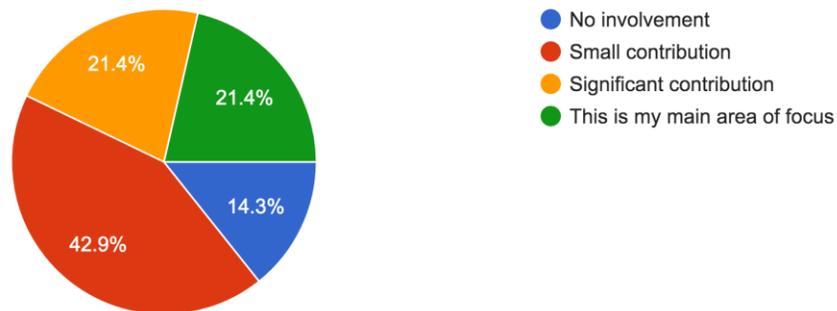
7. Please indicate the level of involvement you have had in UN Women's NORMATIVE activities over the period of the Strategic Note:

14 responses



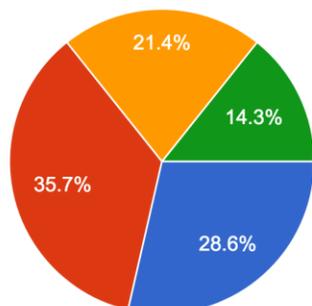
8. Please indicate the level of involvement you have had in UN Women's COORDINATION activities over the period of the Strategic Note:

14 responses



9. Please indicate the level of involvement you have had in UN Women's OPERATIONAL activities over the period of the Strategic Note:

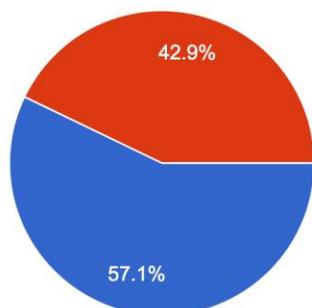
14 responses



- No involvement
- Small contribution
- Significant contribution
- This is my main area of focus

10. Do you consider yourself a gender expert?

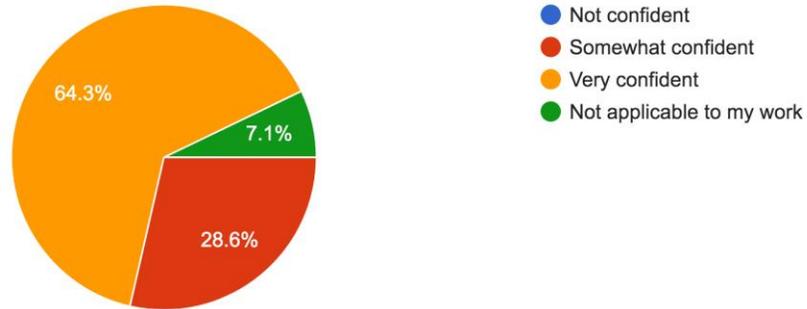
14 responses



- Yes
- No

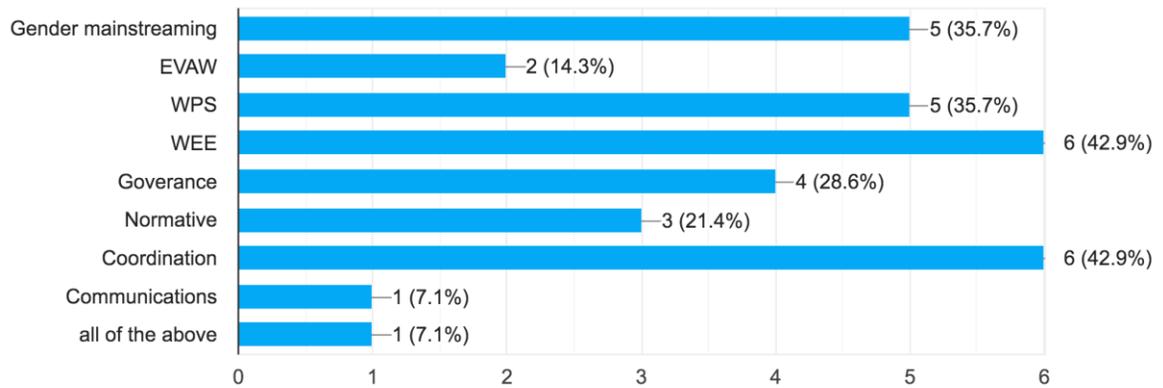
11. Do you feel confident in your thematic knowledge to fulfill your duties?

14 responses

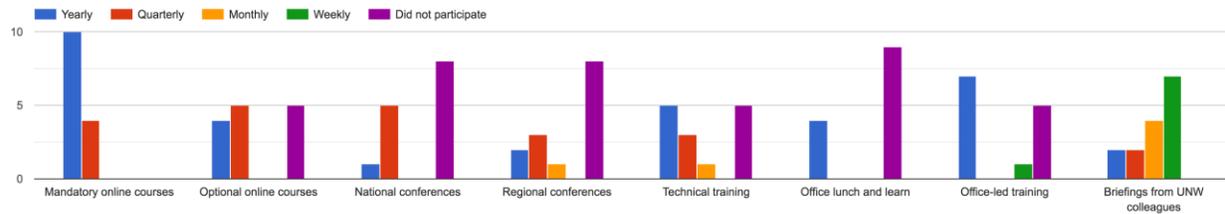


12. Do you think the BiH CO requires additional technical support in any of the following thematic areas?

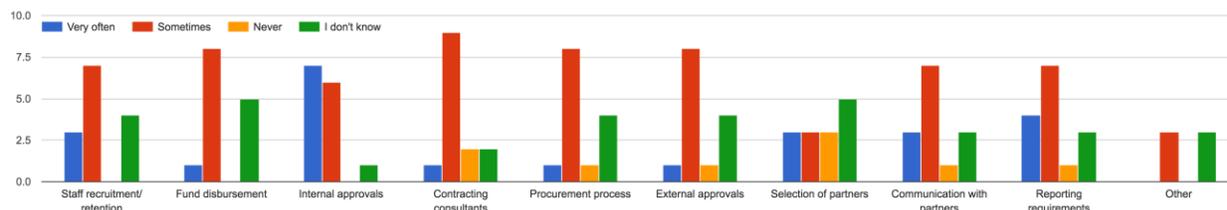
14 responses



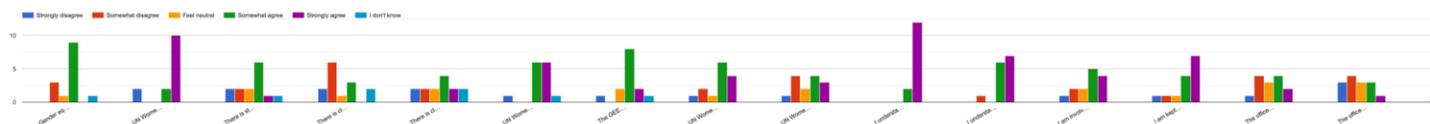
13. What learning opportunities do you use and how often?



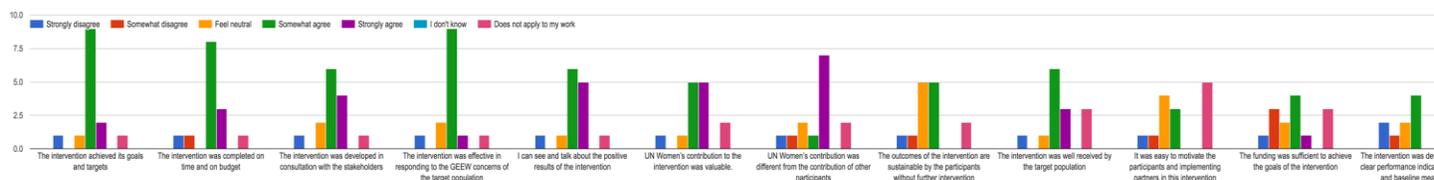
14. What bottlenecks have you experienced and how often?



16. Please indicate your level of agreement with the following statements:



18. For your primary areas of focus, please indicate your level of agreement with the following statements:



20. In your view, what are the office's strengths? (14 responses)

- Expertise of colleagues is very strong. The office has a lot of professionals who know a lot about their respective areas of work. They know a lot about the country context and know how to run their respective activities in regards to this. A pool of very different experts that contribute towards creating a very knowledgeable environment, constituting a place where you can learn a lot.
- Mandate, international community, access to global practices and knowledge and expertise in various fields within BE
- Expertise of office staff.
- Strong portfolios with broad perspectives and many capacities
- Besides the mandate itself, strengths include technical expertise in GEEW, staff's passion to being about positive changes, experience and contacts we all bring to the table from our previous professional engagements that include NGOs, international organizations, government, academia, media, etc.
- Expertise and relationship with key stakeholders
- A true motivation to provide assistance
- Knowledge of the team
- Extremely capable technical team
- Driven, diverse and ambitious staff
- Qualified staff, expert in their respective fields, strong knowledge of stakeholders
- Motivation and employee expertise
- None

- Knowledge on GEWE, strong EAW and Governance portfolio, relations with stakeholders, staff expertise

21. In your view what are the office's areas of challenge? (14 responses)

- Mutual relationships within the office are often strained At times, there is not much respect for other people's obligations and to do lists, in relation to available time for work, depending on their positions. I would say that a hierarchy exists that sometimes does harm to those who are in lower positions, due to the fact that they need to encompass a lot of technical and support work. Also complex upper management relationships have sometimes made it hard for the office to work without glitches. This also resulted and reflected itself in difficulties in regard to work dynamics within the who office.
- Low level of experience in setting clear SOPs and POMs, guidelines a gap between operations and programme divisions in approach to work
- Workload, micromanagement, working atmosphere and a lack of vision for the future
- Cross-cutting cooperation between portfolios as well as coordination planning
- High staff turnover, resource mobilization, position among other UN agencies
- Adherence to the deadline, internal processes of approval, too complex policies and process that often changed
- Providing even more assistance to the groups in need
- Outer collaboration, resource molibization
- Team needs to develop a strong collaborative and supportive culture with each other, with partners of all stripes, with UN agencies
- Clarity in procedures and roles everyone has in the office, communication
- Too many conflicts
- Collaboration
- Dysfunctional office management and structure
- Lack of strategic vision, many staff changes

23. What recommendations do you have for the next 5 years? Please consider the UN Women three-fold mandate: normative, coordination and operational. (14 responses)

- I would recommend investing in more capacities for certain positions, especially communication and coordination. Also, to further explore concrete results of the work, in order to achieve better planning and streamlining of the agency's work. I would also recommend more dedication to in office work dynamics and working on establishing a more equalized work-life balance.
- building strong teams with clear division of roles and responsibilities, strengthen lobbying efforts within UN and outside UN system, improve employment conditions (less SC and more Fix term positions), stronger exchange between the CO and RO and HQ and between offices
- A new approach needs to be designed in office management to ensure that all staff participates in normative and coordination efforts. Currently, staff is focused on their own areas of work and do not get involved with important corporate requirements and activities, do not participate in work done on behalf of the whole agency. The agency needs to define the new possible areas of involvement and Resource mobilization for the next five years, to meet the changes in interests of donors and needs of stakeholders.

- Further strengthen the cooperations between teams and portfolios, continue to have broad and nuanced perspectives, further collaborate with UNCTs as well as national partners with regular follow up.
- First, we need a stronger financing strategy or a resource mobilization strategy; in my opinion, we are too dependent on Sweden and need to be able to attract other high-quality non-core resources. In terms of operations, our systems and processes need to improve so we can deliver adequately; we often face operational bottlenecks, complex and confusing procedures and processes that result in delays and other challenges. Staff should also be provided with regular training opportunities in both operational and programmatic processes, especially due to our high staff turnover. More effort should be made to improve UN coordination in BiH and to position UNW as a key stakeholder in gender related interventions of the UNCT BiH. On normative front, we should be able to further strengthen communication and coordination between our portfolios, as well as with other COs and HQ, but more importantly with our national partners in order to best utilize our comparative advantage and strengthen implementation of the normative framework.
- n/a
- I would need to spend more time working for UNW in order to provide that kind of answer
- going narrow but deep, instead of wide and shallow.
- Coordination, Strategic communication, influence other major actors international and ministries to adopt and implement GE effectively
- Building more synergies between different portfolios
- More coordination with other agencies (UNFPA and UN Women in the field of EVAW), more diversification of donors, willingness to be innovative, gain trust among donors
- to have always more positive relationships with national stakeholders in BiH with always greater impact
- none

Annex 9: Stakeholder's Analysis

United Nations Entities: UN in BiH comprises thirteen resident UN entities (FAO, ILO, IOM, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, UNV, UN Women, WHO), and three non-resident entities (UNIDO, IFAD, and IAEA). Its work is coordinated through the United Nations Country Team as the main interagency mechanism, led by the UN Resident Coordinator and composed of the representatives of the UN entities carrying out operational activities for development in BiH. Cooperation and coordination is also ensured through UN System Wide Action Plan for Gender Equality (SWAP) and managed through UNCT, UNDAF Results Groups, UN Gender Theme Group (GTG) and lately in the context of the coordinated UN response to address the effects and implications of Covid-19, UN Women chairs the Social Protection Sector Coordination Group and is a member of the Socio-Economic Taskforce. In addition, UN Women implements its coordination mandate in the context of different programmatic initiatives. UN Women implements joint programs with UNDP, IOM, UNFPA and UNICEF, while initial discussions for closer cooperation have started with ILO, FAO and WB.

In its normative and coordination role, UN Women CO BiH engages UN and the international community, and the national stakeholders, primarily the government and the civil society. Of national stakeholders, strategic area 1: Governance and leadership primarily engages governments and to some extent parliamentarians, while strategic areas 3: Ending Violence Against Women and 4: Women Peace and Security engage both sectors, more or less equally. Formally, strategic area 2: Women's Economic Empowerment has one small project only and engages education and business sector. Nevertheless, some interesting initiatives on women's economic empowerment emerged as nexus through strategic areas 1 and 4, but still relying more on institutions, CSOs and agricultural cooperatives, with no significant engagement of businesses.

Governmental institutions: At the country level, UN Women coordinates and partners directly with the government institutions and civil society organizations. Primary institutional partners are institutional gender mechanisms – Agency for Gender Equality of BiH (operating under the Ministry of Human Rights and Refugees of BiH) and two Gender Centers at the entity level established as expert bodies of the government for mainstreaming and monitoring gender equality in policies and practices in the country. Other line-ministries in the governments and public agencies are mostly engaged through gender mechanisms and more recently directly through UN Women activities. Cooperation with the parliaments is not so extensive and mostly limited to their gender committees.

Civil Society Organizations: UN Women CO in BiH directly cooperates with more than 20 civil society organizations and even larger number are involved as participants of the activities or partners in their grantee projects. Primarily these are women's rights associations and their networks (policy advocacy, EAW, economic empowerment organizations, CRSV support), and more recently youth organizations, research center, think-tanks and media/journalists' associations. There was an effort to support more synergetic coordination of CSOs at the country level through CSAG, yet this rarely meets and the organizations seem to use rather their own networks and platforms for communication.

UN Women engages large number of national gender and subject matter experts (independent consultants, think tanks, academia).

External coordination is established with OSCE and CoE on EAW and WPS.

In the observed period, UN Women managed to mobilize funds from Sweden, EU, United Kingdom and UN Action Fund, Austria and Canada.

Preliminary list of stakeholders engaged with UN Women

Stakeholders	Coordination	Normative	1 L&G	2 WEE	3 EVAW	4 WPS
United Nations	UNCT, UN Gender Theme Group, UNDAF Group	UNCT, UN Gender Theme Group, UNDAF Group	UNDP, FAO (initiated)	UNICEF, ILO (initiated)	UNCT	UNFPA, IOM
Government	Agency for Gender Equality of Bosnia and Herzegovina Gender Centre of Republika Srpska Gender Centre of Federation of Bosnia and Herzegovina Government of Brčko District of BiH					
			Ministry of Human Rights and Refugees, Ministries of finance, Ministry of Tourism of FBiH, Ministry of Agriculture, Water Management and Forestry of RS, Central Election Commission, other line ministries in light of EU integration and GRB		Ministries of social welfare, family, health, interior in both entities and relevant departments in BD BiH Government	Ministry of Defense, Ministry of Security of BiH
CSOs	CSOs	CSOs	Priroda Bratunac, Maja Kravica, agricultural cooperatives		Foundation of Local Democracy Sarajevo, Association XY Sarajevo, BiH Woman Mostar, BH Journalists Sarajevo, Media Centre Sarajevo, Medica Zenica, United Women Foundation Banja Luka and their partners	Glas zene Zivinice, Nas Glas Tuzla, Sehara Gorazde, Seka Gorazde, Snaga zene, Tuzla, SULKS Sarajevo, Zvijezda Vares and their partners
					Buducnost Modrica, Lara Bijeljina, Vive zene Tuzla	
					Analitika Sarajevo, Media Centre Sarajevo, Pro mente Sarajevo	

Businesses				IT Businesses and schools		
International organizations					Council of Europe	OSCE
Donors	Donor coordination group		Sweden			
			EU, Switzerland, Austria		EU	Canada, United Kingdom

Annex 10: Evaluation Matrix

Evaluation Matrix

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
Criterion: RELEVANCE				
Are we doing the right things?				
Sub Criterion: Alignment				
1	To what extent is the portfolio aligned with national policies and international human rights norms at global regional and national level?	<p>% of respondents who report correlation of CO interventions with national priorities and policies.</p> <p>Documental evidence of alignment</p> <p>Degree to which interventions support CEDAW COBs and recommendations of other human rights treaty bodies</p>	<p>Document Analysis</p> <p>Survey</p> <p>Semi structured interviews</p>	CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners
2	To what extent SN adheres international normative frameworks including CEDAW, Beijing Platform for Action, UN SCR 1325 and Istanbul Convention and SDG agenda?	Documental evidence of adherence	<p>Document Analysis</p> <p>Semi structured interviews</p> <p>Survey</p>	CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners
Sub Criteria: Human Rights and Gender Equality				
3	To what extent do interventions contribute to target the underlying causes of gender inequality?	Evidence of programme results addressing causes of inequality set out in CCA, CEDAW COB and SN	<p>Document Analysis</p> <p>Semi structured interviews</p> <p>Theory of Change analysis</p>	CO staff, CSOs, donors, project beneficiaries and implementing partners
4	Is the choice of partners most relevant to the situation of women and marginalized groups and to achieve GEWE?	<p>Evidence of extent to which CO interventions take into account/address the identified needs of women, including marginalized groups</p> <p>% of programme beneficiaries who are from marginalized groups</p>	<p>Document Analysis</p> <p>Semi structured interviews</p>	CO staff, CSOs, implementing partners, beneficiaries and community members, UN joint programme partners

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
Criterion: COHERENCE How well we fit in the overall UN Women SP and in the work others are doing to advance GEEW?				
Sub Criterion: Internal Coherence				
5	To what extent does UN Women BiH SN fit within UN Women's Strategic Plan and interrelated threefold mandate?	Evidence of SN and related ToC alignment with UN Women SP and Results framework	Document analysis Semi structured interviews Survey	HQ, RO, CO staff, relevant implementing partners
6	How is support to SN development and implementation coordinated between CO/RO/HQ?	Evidence of adequacy of internal coordination	Document Analysis Semi structured interviews Survey	HQ, RO, CO staff
7	To what extent the development and implementation of the SN benefit from internal synergies amongst different UN Women COs/PPOs in the region?	Identified internal synergies (including on the implementation of regional programmes)	Document Analysis Semi structured interviews Survey	
Sub Criterion: External Coherence				
8	What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?	Identified comparative advantages of CO in specific areas	Document Analysis Semi structured interviews SWOT Analysis Survey	CO, UNCT, GTG, Extended GTG, CSOs, donors, government partners
9	To what extent the implementation of the SN ensures synergies and coordination with Government's and key partners efforts in achieving GEWE while avoiding duplications?	Identified synergies and potential duplications in specific areas or work	Document Analysis Semi structured interviews Survey	CO, UNCT, GTG, Extended GTG, CSOs, donors, government partners
10	To what extent are the interventions achieving synergies with the work of the UN Country Team?	The extent of project resource leveraged with resources of other projects Level of partnership with other agencies	Document Analysis Semi structured interviews Survey	CO, UNCT, GTG, Extended GTG, donors
11	Is the balance and coherence between programming- operational, coordination and policy-normative work optimal?	Extent to which COs interventions are balanced across its mandate areas	Document Analysis Semi structured interviews Survey	CO, UNCT

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
EFFICIENCY				
Key Question: Are we doing things right?				
Sub Criteria: Organizational Efficiency				
12	To what extent does the management structure support efficiency for implementation?	Adequacy of COs organizational assets, structures capabilities (in terms of financial and human resources) Effectiveness of COs internal coordination/communication (vertical/horizontal) mechanisms	Document Analysis Semi structured interviews	CO, implementing partners
13	To what degree does the Country Office have access to the necessary skills, knowledge and capacities needed to deliver to portfolio?	% of respondents who view CO as having strong expertise in GEEW (including WEE, WPS, EVAW and national planning and governance) Performance/qualification of contracted gender experts Degree to which CO human resources align with its SN priority areas	Document Analysis Semi structured interviews	CO, implementing partners, UNCT, CSOs
14	To what extent was a Results Based Management system established and implemented?	Extent to which project monitoring and reporting is results-based Ability of project staff to effectively measure and monitor progress (using baseline data) Extent to which monitoring data is updated, collected and used to assess progress Degree of donor satisfaction with ability of project management to produce results-based reports	Document Analysis Semi structured interviews	CO, implementing partners, donors

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
15	<p>How well have resources and risks been managed to ensure results?</p> <p>Are interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this?</p> <p>To what extent is the SN implementation cost effective and providing value for money? What can be done to improve cost effectiveness?</p>	<p>Evidence of fund disbursement being appropriate to maximize utility</p> <p>Delays/shortfalls traced to gaps in the organizational capacity available to the CO</p> <p>Implementation of CO risk register</p>	<p>Document Analysis</p> <p>Semi structured interviews</p>	CO key partners
16	<p>How well positioned is UN Women to mobilize resources to support the Strategic Note?</p>	<p>Evidence of achievement of resource mobilization target which will ensure that SNs achieves intended targets</p> <p>Evidence of diversified sources of funding including tapping into large amounts of money in the foundation funds of private sector companies</p>	<p>Document Analysis</p> <p>Semi structured interviews</p>	CO, key partners
17	<p>What has been the relative investment and funding sources across the different impact areas/mandates?</p>	<p>Level of relationship between inputs and results of the project</p>	<p>Document Analysis</p> <p>Semi structured interviews</p>	CO, key partners
Sub Criteria: Human Rights and Gender Equality				
18	<p>To what extent did the allocation of resources to targeted groups take into account the need to prioritise those most marginalised?</p>	<p>% of resources that address marginalised groups</p>	<p>Document Analysis</p> <p>Semi structured interviews</p>	CO, joint UN programme partners, implementing partners
19	<p>To what degree were adequate resources provided for integrating human rights and gender equality in the interventions?</p>	<p>Evidence that resources allowed for effective integration of human rights and gender in interventions</p>	<p>Document Analysis</p> <p>Semi structured interviews</p> <p>Survey</p>	CO, joint UN programme partners, implementing partners

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
EFFECTIVENESS				
Key Question: Are the things we are doing working?				
Sub Criterion: Overall Achievements				
20	To what extent have planned outputs been achieved on time?	Degree to which project results and activities were implemented within the specified project timeline	Document Analysis Semi structured interviews Survey	CO, implementing partners, joint programme partners
21	Are interventions contributing to the expected outcomes? For who?	Extent to which interventions are aligned with TOC/intended results? Evidence of contributions to the different levels of the TOC	TOC Mapping Document Analysis Semi structured interviews Survey	CO, implementing partners, joint programme partners, beneficiaries
22	What unexpected outcomes (positive and negative) have been achieved? For who?	Evidence of unexpected outcomes disaggregated by beneficiary/target group	Document Analysis Semi structured interviews Survey	CO, implementing partners, joint programme partners, beneficiaries
23	What has been the contribution of UN Women's to the progress of the achievement of outcomes? What are the main enabling and hindering factors of observed outcomes?	Evidence of progress towards outcomes	Document Analysis Semi structured interviews Survey	CO, implementing partners, joint programme partners, beneficiaries
24	To what extent are there opportunities for up-scaling good practices and innovative approaches?	Degree to which there is interest and demand for extending/scaling up interventions Evidence of innovation in programme interventions	Documentation Analysis Semi structured interviews Survey	CO, implementing partners, joint programme partners, beneficiaries, donors
Sub-Criterion: Human Rights and Gender Equality Focus				
25	What evidence exists to support claims that the CO's country portfolio is contributing to gender equality and supporting the advancement of women's rights?	Degree to which gender equality related laws, policies and programmes are developed/strengthened and implemented Extent to which CEDAW COBs are addressed	Documentation Analysis Semi structured interviews Survey	CO, implementing partners, beneficiaries, government, CSOs

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
		Degree to which rights holders are demanding and accessing rights		
26	To what extent do interventions contribute to addressing the underlying and root causes of gender inequality?	Evidence that research, studies and data have been collected, analyzed and reflected in CO's approach to addressing thematic programme areas Extent to which CO's interventions take into account/address the identified needs of target populations (i.e. disadvantaged/excluded groups) Extent to which interventions address problems (set out in ToC) Availability of evidence validating levels of TOC	Documentation Analysis Semi structured interviews Survey	CO, implementing partners, beneficiaries, government, CSOs
Sub Criterion: Implementation of UN Coordination Mandate				
27	What contribution is UN Women making to UN coordination on GEEW?	Extent to which the GTG and Extended GTG are regarded as effective bodies; evidence of results from work Number of, and effectiveness of, joint programmes Evidence of CO support for SWAP	Documentation Analysis Semi structured interviews Survey	CO, UNCT, GTG, Extended GTG
28	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as joint programming/joint programmes?	Evidence of CO influence in UNDAF development and evaluation Extent to which gender is reflected in UNDAF (degree of gender integration in new UNDAF compared with previous UNDAF)	Documentation Analysis Semi structured interviews Survey	CO, UNCT, GTG, Extended GTG
Sub Criterion: Implementation of Normative Mandate				
29	To what extent have experiences and lessons learned been shared with or informed global normative work and other country offices?	Number of knowledge products produced Evidence of sharing/disseminating knowledge and lessons learned through programming work	Documentation Analysis Semi structured interviews Survey	CO, UN joint programme partners

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
30	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?	Evidence that CO interventions have supported the implementation of CEDAW COBs and other relevant international commitments	Documentation Analysis Semi structured interviews Survey	CO, gender machinery, MFA, CSOs
SUSTAINABILITY				
Will the changes last?				
Sub Criterion: Capacity Development				
31	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?	Evidence of capacity development (changes in knowledge/behaviours/skills) of target groups Evidence of knowledge/skills being applied	Document Analysis Semi structured interviews Survey	CO, implementing partners, government and CSO partners, beneficiaries of CO capacity development support
32	How have interventions supported the capacity development of targeted rights holders (to demand) and duty bearers (to fulfill) rights?	Evidence of new or strengthened policies, strategies, laws, services and budget allocations influence by CO support Evidence of rights holders articulating their priorities and needs; accessing services; and contributing to national/local planning and development	Documentation Analysis Semi structured interviews Survey	CO, implementing partners, government, CSOs, beneficiaries, marginalized groups, MPs
Sub Criterion: Ownership				
33	To what extent is there national ownership and are there national champions for different parts of the portfolio?	Evidence of ownership for programme results by programme partners Number of national champions created through interventions Likelihood of interventions continuing without CO (technical and financial) support	Documentation Analysis Semi structured interviews Survey	CO, government, CSOs, MPs, women and men from communities where programmes were implemented

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
34	What local accountability and oversight systems have been established?	Evidence of accountability and oversight systems	Documentation Analysis Semi structured interviews Survey	CO, government, MPs, CSOs
Sub Criterion: Human Rights and Gender Equality				
35	To what extent have interventions helped to develop an enabling environment for real change on Human Rights and Gender Equality?	Implementation and realization of CEDAW principles: non-discrimination, substantive equality, participation, and transformation of relations	Documentation Analysis Semi structured interviews Survey	CO, implementing partners, CSOs, government
HUMAN RIGHTS AND GENDER EQUALITY Are we advancing Human Rights and Gender Equality?				
36	To what extent did the SN's Theory of Change and results framework integrate Human Rights and Gender Equality?	Extent to which interventions address problems (set out in ToC)	Documentation Analysis Semi structured interviews Survey	CO, ERG
37	To what extent was a human rights-based approach and a gender mainstreaming strategy incorporated in the design and implementation of the SN?	Extent to which the design and implementation of programme interventions was informed by a comprehensive human rights and gender analysis Level of active involvement of beneficiaries/partners in programme design and decision making	Documentation Analysis Semi structured interviews Survey	CO, UN joint programme partners, implementing partners
38	To what extent has the portfolio been implemented according to human rights and development effectiveness principles: a. Participation/empowerment; b. Inclusion/non-discrimination; c. National accountability/ transparency.	Evidence of human rights and development effectiveness principles in programme design and implementation	Document Analysis Semi structured interviews Survey	CO, implementing partners, donors, government partners, beneficiaries
39	Which groups is the portfolio reaching the most, and are any underserved?	% of programme beneficiaries disaggregated by target group Extent to which groups are/are not addressed through interventions	Document Analysis Semi structured interviews Survey	CO, UNCT GTG, CSOs, beneficiaries, representatives of marginalized groups

Annex 11: List of Interviews

UN Women

1. Regional Director, UN Women ECARO
2. Operations Manager, UN Women ECARO
3. Programme Specialist, UN Women ECARO
4. GRB Regional Programme Manager, ECARO
5. EAWRegional Programme Manager, ECARO
6. Country Representative, UN Women BiH CO
7. National Programme Officer, UN Women BiH CO
8. Gender Responsive Budgeting Programme Coordinator, UN Women BiH CO
9. Women in Elections and Gender Equality Facility Project Coordinator, UN Women BiH CO
10. EAW Technical Project Analyst, UN Women BiH CO
11. IT Girls Project Coordinator, UN Women BiH CO
12. Coordination Associate, UN Women BiH CO
13. Communication Officer, UN Women BiH CO
14. Programme Support Associate, UN BiH CO
15. GRB Consultant, UN Women BiH CO

UN RCO

16. Partnership and Development Finance Senior Officer

UN Agencies

17. Deputy Resident Representative, UNDP
18. Social Inclusion and Democratic Governance Sector Leader, UNDP
19. Women in Elections Project Coordinator, UNDP
20. IT Girls Project Coordinator, UNICEF
21. Project Coordinator, IOM

Government

22. Head of Department for Human Rights, Ministry of Human Rights and Refugees of Bosnia and Herzegovina
23. Director, Agency for Gender Equality of Bosnia and Herzegovina
24. Senior Adviser, Agency for Gender Equality of Bosnia and Herzegovina
25. Director, Gender Centre of Republika Srpska
26. Senior Associate for Coordination, Training and Cooperation, Gender Centre of Republika Srpska
27. Programme/Project and Cooperation Officer, Gender Centre of Republika Srpska
28. Programme Coordinator, Gender Centre of Federation of Bosnia and Herzegovina
29. Head of Department of Administration and Training, Central Election Commission of Bosnia and Herzegovina
30. Head of Unit for Institutional Cooperation, Ministry of European Integration and International Cooperation of Republika Srpska - Department of International Cooperation
31. Advisor to the Minister, Ministry of Agriculture, Forestry and Water Management of Republika Srpska
32. Senior Associate for Rural Development, Ministry of Agriculture, Forestry and Water Management of Republika Srpska

33. Senior Associate for Advisory Services and Cooperatives, Ministry of Agriculture, Forestry and Water Management of Republika Srpska
34. Ministry of Interior of Republika Srpska (written response provided)
35. Head of Department of Social Affairs, District of Brcko Government
36. Legal Advisor to the Mayor of Banja Luka

Civil Society Organisations

37. Director, Association "Vive zene" Tuzla
38. Director, Foundation "United Women" Banja Luka
39. Member, Association "Buducnost" Modrica
40. President, Foundation "Lara" Bijeljina
41. Director, Association "Zena BiH" Mostar
42. Director "Media Centre" Sarajevo
43. Director, Association "Medica" Zenica
44. General Secretary "BH Journalists" Association, Sarajevo
45. Programme Management Leader Association "XY" Sarajevo
46. President Association "Maja" Kravica, Bratunac
47. President Association of Women "Sehara" Gorazde
48. President Association "Nas glas" Tuzla

Development Partners

49. Deputy Head of Mission, Embassy of the United Kingdom
50. Programme Manager – Gender and Human Rights, EU Delegation to Bosnia and Herzegovina
51. Gender and Youth Programme Officer, OSCE Mission to Bosnia and Herzegovina
52. Senior Programme Officer Kvinna Till Kvinna Foundation

Annex 12 List of documents consulted

UN Women Documents

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- Final Evaluation of the Phase III of the Regional Programme Promoting Gender Responsive Policies in South East Europe 2017-2019 (2019), UN Women
- Evaluation of UN Women’s Contribution to UN System Coordination on Gender Equality and the Empowerment of Women in Europe and Central Asia (ECA) - Final Report (2016), UN Women, Istanbul

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- Impact of the COVID-19 pandemic on specialist services for victims and survivors of violence in The Western Balkans and Turkey: A proposal for addressing the needs (2020), UN Women
- Six months later: Women at the forefront of COVID-19 response in Europe and Central Asia (2020), UN Women
- Baseline study on barriers to political participation of women in Bosnia and Herzegovina (2020), UNDP, UN Women, Sarajevo
- Terms of Reference Gender Theme Group UNCT Bosnia and Herzegovina
- Terms of Reference of the Results Group on Empowerment of Women (RGEW) ('Gender Results Group') - One UN Programme Bosnia and Herzegovina 2015-2019
- Terms of Reference UN Women Civil Society Advisory Group Bosnia and Herzegovina
- International Working Group on Gender Equality and Empowerment of Women meeting invitations / agenda
- Communication products on specific projects and campaigns

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- Draft 2021-2025 United Nations Sustainable Development Cooperation Framework for Bosnia and Herzegovina (2020), United Nations, Sarajevo
- Economic Impact Assessment of COVID-19 in BiH (2020), UNDP Bosnia and Herzegovina, Sarajevo
- Final Evaluation of the UNDAF for Bosnia and Herzegovina (2015-2020), UNDP, 2019
- Gender Scorecard UNDAF Bosnia and Herzegovina 2016, Narrative Report
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- Women and Men in Bosnia and Herzegovina (2019), Agency for Statistics of Bosnia and Herzegovina, Sarajevo

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Annex 13 Biographies of Evaluation Team

Isabel Suárez is the UN Women Regional Evaluation Specialist for Europe and Central Asia and a member of the UN Women Independent Evaluation Service. She has over 18 years of experience in the field of development and international cooperation, including 14 year with UN Women in different positions and duty stations. She was appointed as the UN Women Regional Evaluation Specialist from Europe and Central Asia in January 2015. Prior to her appointment as Regional Evaluation Specialist for ECA Region, Mrs. Suarez worked as UN Women Evaluation Specialist for UN Women Independent Evaluation Office in New York (2009-2015), and as Liaison Officer in UNIFEM Argentina (2007-2009). In her home country she worked for several NGOs, including the Basque Institute for Development and International Cooperation.

During the past 12 year she has contributed to the development of the overall evaluation function in UN Women and she led the establishment of the evaluation function of the organization in ECA region. She is an active member of the United Nations Evaluation Group (UNEG) where she contributed to the development of several guidance documents and manuals and led the review of the UN SWAP Evaluation Performance Indicator.

Mrs. Suárez holds a degree in Communication and Social Science from the University of the Basque Country and advanced studies in Political Science from the same university. She also holds a Master's Degree in Development and International Cooperation and a Postgraduate Degree on Education, both from the University of the Basque Country. She has undertaken specialized development evaluation training at several universities including Carleton University (Canada) and Claremont University (USA).

Meredith Brown is an international human rights, access to justice and gender quality expert with over 20 years as a leader in governance, democracy and justice. She has conducted a number of strategic assessments and evaluations for UN and other agencies, with a specific lens on increasing systemic and institutional capacity to achieve effective results for the most vulnerable. She works in Canada and internationally to grow system participation and support effective capacity building for duty bearers and rights holders. She has worked extensively with UN Women and other organizations in Europe and Central Asia. Most recently she served as an international expert on for the Final Evaluation of Implementing Norms, Changing Minds, a regional EVAW programme and as team lead for the Final Evaluation of the regional Gender Responsive Budgeting Programme 2017-2019. She has recently conducted complex evaluations for UNDP in Turkey and in Tanzania and for the OSCE in Albania. She worked for many years in the Ministry of the Attorney General in Ontario, Canada including in the position of Chief Lawyer to the Deputy Attorney General with oversight of complex cases and Ministry operations and she opened the first government-led Innovation Office focused on access to justice and human rights. She holds a degree in International Relations and her Juris Doctor (law degree).

Aleksandar Zivanovic is a development professional with 20 years of experience in civil society and international development organizations in the Western Balkans and Eastern Europe and consultancies worldwide. His primary areas of interest are conflict prevention and peacebuilding, post-conflict transition and development, gender equality and women's empowerment. He served as an evaluation expert in programmes supported by UNDP, UN Women, DPPA, European Commission, IFC, OSCE and bilateral governmental development agencies (Sweden, Norway, Switzerland, the Netherlands, USA). His most recent relevant evaluations are of UN Women's support to development and implementation of National

Action Plans for implementation of UNSCR 1325; UN – EU initiative on building national capacities for conflict prevention and peacebuilding in 9 fragile states; UN Women – Sida strategic partnership framework, Norwegian programme of intercultural education in North Macedonia, UN Women reform projects in Bosnia and Herzegovina and Ukraine. Aleksandar has an MSci degree in Sociology and BA Degree in Journalism at the Faculty of Political Science at the University of Banja Luka, Bosnia and Herzegovina. He advanced in evaluation at United Nations System Staff College in Turin, Italy; RoI Institute, Birmingham, AL, USA; and Institute of Development Studies, University of Sussex, Brighton, UK.