1. Cover Pages

Joint programme title:	**Accelerating Agenda 2030 through Governance and Sustainable Growth**
Outcomes(s): <*verbatim from CF*>	(2021-2025 UNSDCF BiH): By 2025, people contribute to, and benefit from more accountable and transparent governance systems that deliver quality public services and ensure rule of law. *(draft 2026-2030 UNSDCF BiH)*: By 2030 people contribute to and benefit from more effective and accountable institutions, fostering gender equality, youth empowerment, peace, and social cohesion.
Duration:	48 months
Anticipated start and end dates:	Start: 01 January 2026 End: 31 December 2029 Document Date: 27.11.2025
JP Team *Lead PUNO:* *PUNOs:*	 UNDP UNICEF, ILO, IOM
Fund management modality: (Parallel; Consolidated; Pass-through)	Pass-through
» Administrative Agent:	United Nations Multi-Partner Trust Fund (MPTF) Office

Total estimated budget:	TOTAL USD 7,781,003.04
Out of which:	
» Funded	USD 200,000.04 (parallel)
» Un-funded	USD 7,581,003.00 (pass-through)
Source of funds:	
» UNICEF	USD 200,000.04 (parallel)
» DONOR 1	0.00
» Government	0.00

The **legal basis** for the joint programme is the Legal Annex for the 2021-2025 United Nations Sustainable Development Cooperation Framework (UNSDCF) in Bosnia and Herzegovina adopted by the Council of Ministers of Bosnia and Herzegovina at its 22nd Session on 16 December 2020 and signed by the Chairman of the Council of Ministers of Bosnia and Herzegovina on 20 May 2021. It also takes into consideration the 2026-2030 UNSDCF in Bosnia and Herzegovina currently under the formal consideration by the Council of Ministers of Bosnia and Herzegovina. It refers to the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Council of Ministers of Bosnia and Herzegovina and each Participating UN Organization.

Declaration of commitment and signatures

By signing this Joint Programme document, all signatories commit to work together in a spirit of partnership to achieve the results identified in the **results framework, work plan and budget**.

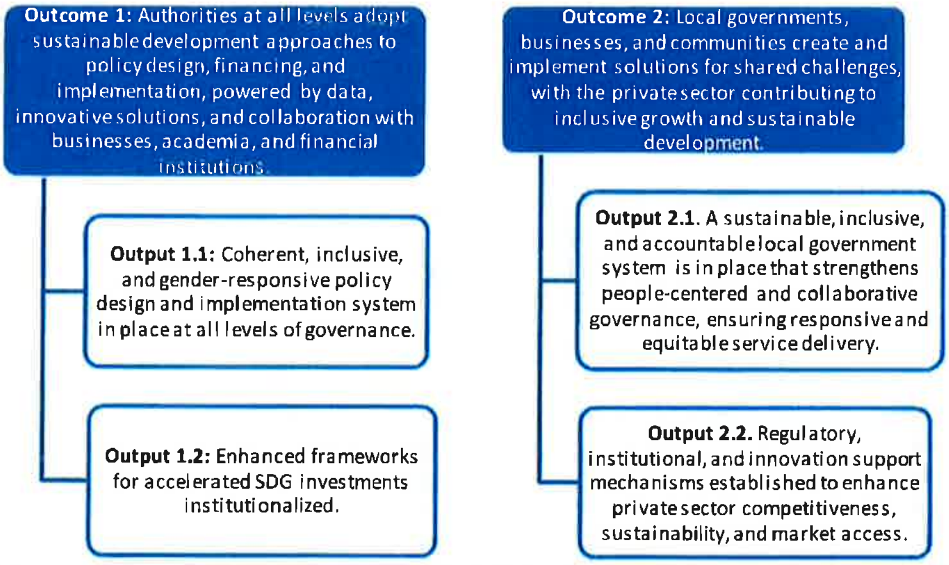
Government	**United Nations Country Team**
H.E. Elmedin Konaković, Minister *Signature* *Ministry of Foreign Affairs of Bosnia and Herzegovina* *Date* 11. 12. 2025.	*Arnhild Spence, United Nations Resident Coordinator* *Signature* *United Nations in Bosnia and Herzegovina* *Date* Arnhild Spence 15. Dec. 2025
UN Organizations	
Renaud Meyer *Signature* *UNDP* *Date* 12-Dec-2025 DocuSigned by: 9D48508B537842B...	*William David Womble* *Signature* *IOM* *Date* 15-Dec-2025 Signed by: William David WOMBLE 294EE302C7314E4...
Marc Lucet *Signature* *UNICEF* *Date* 12-Dec-2025 DocuSigned by: 0AB0193D5E9D474...	*Claire Harasty* *Signature* *ILO* *Date* 12-Dec-2025 DocuSigned by: Claire Harasty EB367D80D22D412...

Acronyms and abbreviations

AA	Administrative Agent
BAM	Bosnia-Herzegovina Convertible Mark
BD	Brčko District
BiH	Bosnia and Herzegovina
CA	Convening Agency
CSO	Civil society organization
CSW	Centre for Social Welfare
CSWs	Centres for Social Welfare
ECCE	Early childhood care and education
ESG	Environmental, Social, and Governance
EU	European Union
FAO	Food and Agriculture Organization
FBiH	Federation of BiH
GRB	Gender-responsive budgeting
IFI	International Financial Institution
ILO	International Labour Organization
JP	Joint Programme
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MNE Declaration	Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
MOU	Memorandum of Understanding
MPTF	Multi-Partner Trust Fund
OECD	Organisation for Economic Co-operation and Development
PIPLS	Project for Improving Performance of Local Services
ProDoc	Programme Document
PUNO	Participating UN Organization
RBC	Responsible Business Conduct
RRF	Results and Resources Framework
RS	Republika Srpska
SAA	Standard Administrative Arrangement
SAM	Social Accounting Matrix
SC	Steering Committee
SDG	Sustainable Development Goal
SDG2BIH	Translating the SDG Framework in BiH into Sustainable and Inclusive Growth Programe
SME	Small and Medium-sized Enterprise
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNRC	UN Resident Coordinator
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	UN Sustainable Development Group
VLR	Voluntary Local Review
VNR	Voluntary National Review
WHO	World Health Organization

1. Executive summary

The overall objective of the Joint Programme (JP) is to contribute to the accelerated achievement of Sustainable Development Goals (SDGs) in Bosnia and Herzegovina (BiH) by strengthening systemic, integrated governance and empowering citizens, the private sector, and academia to localize the SDGs, thus increasing sustainable and inclusive growth. The Programme is organized around two strategically aligned and mutually reinforcing outcomes, with corresponding outputs, as indicated below:



The Programme revolves around two strategically aligned and mutually reinforcing outcomes. The first outcome focuses on delivering system-level innovations, including robust policy frameworks and financing solutions, to address structural challenges while advancing the priorities of individual SDGs. Complementing this, the second outcome envisions the localization of the SDG, translating national priorities into actionable, community-driven solutions. It emphasizes building dynamic partnerships, particularly targeting the private sector, as a catalyst for innovation, trade development, investment, and impact. Together, these outcomes provide a cohesive and comprehensive roadmap to fast-track sustainable development in BiH, ensuring no one is left behind.

While the predecessors of this Programme, namely the SDG Roll-Out and SDG2BiH, were instrumental in catalyzing the systemic implementation and localization of the 2030 Agenda in BiH, as well as in laying the foundation for key implementation mechanisms and multi-stakeholder partnership platforms, future interventions must focus on further strengthening these systems, particularly at the local level. This is especially important having in mind that overall progress has been significantly impeded by a combination of country-specific challenges, political disagreements, and limited institutional coordination. These factors have contributed to the slow pace of essential reforms, including those required for European Union (EU) accession. Compounded by external shocks, these internal barriers have further constrained the country's ability to advance sustainable development outcomes.

With just five years remaining to achieve the ambitious 2030 Agenda, accelerating sustainable development progress in BIH has become an urgent priority. This requires a concerted effort to consolidate and interlink the results and systems established thus far, amplifying the impact of individual interventions while supporting the country in addressing critical gaps by leveraging key drivers of progress, supporting the implementation of the Reform Agenda. Success will hinge on adopting an integrated approach that maximizes synergy and unlocks untapped potential across sectors. To this end, the JP has been designed to catalyze the creation and implementation of transformative sustainable development policies and innovative strategies. The Programme aims to enhance coordination at both intra-governmental and inter-governmental levels, harness dynamic partnerships, enable trade, and foster innovations to propel progress toward the SDGs.

2. Situation analysis

Bosnia and Herzegovina is an upper-middle-income country with a population of 3.5 million and has made notable progress in human development. In 2023, its Human Development Index reached 0.804, placing it in the "very high human development" category. Despite this progress, BiH continues to face persistent structural challenges, including high unemployment, particularly among youth and women, low labour force participation, and a heavy dependence on remittances, which account for approximately 10% of GDP. Out-migration remains a pressing issue, with over two million BiH citizens living abroad.

The economy has shown a modest post-COVID-19 recovery, averaging 3% annual growth between 2021 and 2024.[1] However, it remains vulnerable to external shocks due to limited diversification and continued reliance on remittances. Structural weaknesses, such as high unemployment and low workforce engagement, especially among marginalized groups, continue to hinder sustainable development and prevent the emergence of a more resilient, inclusive, and dynamic economy.

Accession to the European Union (EU) remains a central and overarching national priority. This aspiration was reinforced by the granting of EU candidate status in December 2022 and the opening of accession negotiations in March 2024. However, progress toward EU membership is hindered by limited reform implementation and persistent institutional and political deadlocks, which undermine public sector performance and erode citizens' trust in government. In May 2024, the EU adopted the Growth Plan for the Western Balkans, aimed at accelerating socio-economic convergence with the EU and advancing the pace of EU-related reforms. BiH has committed to submitting a Reform Agenda aligned with the plan's four priority areas: green and digital transition, private sector development, human capital, and fundamental reforms. However, this agenda has yet to receive the necessary political endorsement at the national level.

The country's governance system is complex, using asymmetrical solutions, comprising four tiers: the state, two entities, the autonomous Brčko District, 10 cantons, and 145 local governments. This multi-layered structure presents significant challenges to policy coherence, the standardization of public services, the protection of rights, civic engagement, and public trust in institutions.

In late 2020 and 2021, the BiH Council of Ministers, along with the governments of the Brčko District, the Federation of Bosnia and Herzegovina (FBIH), and Republika Srpska (RS), adopted the Sustainable Development Goals (SDGs) Framework in BiH - a joint document that applies the 2030 Agenda onto the national context. The Framework outlines a shared vision for 2030, identifies key development pathways and drivers, as well as specific targets that all government levels commit to achieve by 2030. To support implementation, the BiH Council of Ministers established the SDG Council, an inter-institutional working group responsible for preparing the Framework and now tasked with monitoring and reporting on progress toward the SDGs. In 2024, the entity governments, the Brčko District government, and the BiH Council of Ministers also adopted the SDG Financing Framework, which outlines policies and financial instruments aimed at supporting progress in three priority areas: decarbonization, digitalization, and research and development through attracting additional investments and expanding fiscal space. Importantly, the priorities outlined in the BiH draft Reform Agenda under the EU Growth Plan are well aligned with those of the SDG Framework, offering a coherent foundation for reform and sustainable development. In addition, demographic trends such as population decline, ageing, and youth outmigration pose structural threats to long-term development. These dynamics reduce the working-age population and increase demand for care services, requiring local governments to adopt integrated, forward-looking planning tools that promote demographic resilience through investments in human capital, gender equality, and inclusive service delivery.

2.1. Sector-specific analysis: Agenda 2030 in Bosnia and Herzegovina

BiH has not had an overarching development strategy since 2006, largely due to persistent political complexities. Nevertheless, in 2015, BiH endorsed 2030 Agenda, committing to the implementation of the 17 SDGs. In 2018, representatives from all levels of government (state, entity, and the Brčko District BiH) established the SDG Roll-Out Working Group to develop a roadmap for integrating the SDGs into the national context. This collaborative effort culminated in the adoption of the SDG Framework in BiH in early 2021 by the BiH Council of Ministers, following prior approval by the entity and Brčko District governments.

To enhance coordination, the BiH Council of Ministers transformed the SDG Roll-Out Working Group into the Intersectoral Working Group for Monitoring the Implementation of Sustainable Development Goals (commonly referred to as the SDG Council)[2]. This body is tasked with overseeing Agenda 2030 implementation in the country. BiH has actively engaged in global SDG reporting, presenting its first Voluntary National Review (VNR) in 2019 and its second VNR in 2023 at the High-Level Political Forum.

The SDG Framework serves as BiH's shared development agenda, articulating a unified vision across all government levels. It integrates key development pathways and targets, aiming for a more prosperous society where no one is left behind. The framework aligns with Agenda 2030, EU accession requirements, and domestic development priorities including the BiH Reform Agenda, making it a unique strategic document in BiH's political landscape. Additionally, it emphasizes resilience to crises, particularly in light of new global challenges such as climate change and post-pandemic recovery. The SDG Framework identifies three long-term development pathways:

1. Good Governance and Public Sector Management – Enhancing accountability, transparency, and efficiency in policy planning, public finance management, service delivery, anti-corruption efforts, and judicial reforms.
2. Smart Growth – Building a competitive, sustainable economy through green growth, decarbonization, circular economy principles, innovation, and digitalization.
3. Society of Equal Opportunities – Ensuring inclusive access to social protection, healthcare, education, and employment, particularly for marginalized groups.

Given BiH's multi-tier governance structure, the framework is being integrated into national and sub-national development strategies. The Strategic Framework of the Institutions of BiH until 2030, the FBiH Development Strategy 2023-2027, the BD BiH Development Strategy 2021-2027, and the RS Sustainable Development Strategy 2025-2031 (pending adoption) ensure that SDG-aligned strategies are linked to mid-term and annual institutional plans and budgets, reinforcing the connection between public spending and the SDGs. Currently, BIH ranks 50th among 187 countries in progress toward the SDGs.[3] However, implementation challenges along with political disagreements have hindered the pace of reforms and slowed progress toward achieving the SDGs and the EU accession. A particular disconnect is evident in vertical policy implementation and insufficient coordination among local and higher government levels. Local governments and cantons are government authorities closest to citizens and primarily responsible for delivering a wide range of services. However, they largely remain isolated in the process of the implementation of reforms, which are critical for the well-being of communities.

BiH relies on three statistical institutions, with entity-level bodies collecting field data under the coordination of the state agency. Administrative data is managed by ministries and government bodies, but these registers are not publicly accessible and often lack methodological alignment, hindering data comparison. The country missed the 2020 population census, creating gaps in data needed for monitoring SDG indicators. Strengthening the statistical system, by aligning with the EU acquis (Chapter 18) and developing methodologically unified data registers, is essential for effective development monitoring. Also, government capacities for monitoring and evaluation of sustainable development policies and their implementation are limited resulting in slow policy adjustment in line with rapid changes to demographic structure and the potential of human capital for sustainable development.

Lastly, the country in 2025 faces a cautiously improving investment climate, driven by ongoing reforms, EU accession aspirations, and stabilization efforts. However, challenges such as bureaucratic inefficiencies, political fragmentation, and persistent corruption hinder significant foreign direct investment. The country's trade deficit remains substantial, fueled by high reliance on imported energy, machinery, and consumer goods, despite modest growth in exports like metal and agricultural products. Infrastructure upgrades and economic diversification efforts are critical to reducing the deficit and attracting sustainable investments.

2.2. Rationale

While BIH has advanced in setting up the governance system for implementation of the SDGs and achieved progress towards the SDG targets, overall progress has been hindered by a range of country-specific challenges, most notably political disagreement and limited institutional coordination, which have contributed to the slow pace of necessary reforms, including on the EU accession path. These internal barriers, compounded by external shocks, have further constrained the country's ability to accelerate sustainable development outcomes.

Considering only five years remain to deliver on the promises of Agenda 2030, there is a need to accelerate sustainable development achievements in BIH by consolidating and interlinking the results and systems created so far, maximizing the impact of individual interventions, and addressing gaps by leveraging specific drivers of progress. While the SDG Council in BIH has undertaken actions to conduct a deeper review of the causes of stagnation or lack of progress in several SDG targets, the following areas have been identified as priorities in moving forward the SDG progress, in line with their review:

1. **Strengthening the coherence, inclusivity, and accountability of the governance system**, enabling it to drive the design and implementation of key policies and reforms for accelerated sustainable development, while fostering gender equality and the principles of Leave No One Behind.

As governments at various levels integrate the priorities of the SDG Framework into their development strategies, the implementation of the SDGs has become more systemic. These strategies now form the backbone of institutional and, subsequently, budgetary planning. However, challenges persist, particularly in medium-term planning. Many sectoral ministries and departments continue to operate in silos, missing critical opportunities to design intersectoral and coherent interventions that could yield more impactful outcomes. This fragmentation is especially evident in efforts to leverage innovation, advance digitalization, promote gender equality, and uphold the Leave No One Behind (LNOB) principle in policy formulation and delivery.

Moreover, the absence of programme-based budgeting has hindered clear alignment between strategic and institutional planning. However, this is beginning to change with the adoption of new legislation in the FBiH and the decision by the RS Ministry of Finance to gradually implement programme-based budgeting starting in 2026. These new budgets will incorporate gender-responsive allocations and programmatic indicators, contributing to more inclusive and equitable public spending. Despite this progress, a significant knowledge gap persists at the cantonal and local levels. In response, the entity ministries of finance have requested support from UNDP to address these gaps, particularly in strengthening the linkages between strategic and financial planning and supporting piloting of programme-based budgeting, while also integrating gender equality and environmental considerations. Following the recent adoption of the Social and Child Protection Strategies at both entity levels, developed with support from the SDG2BiH initiative, the respective Ministries of Social Policy/Protection have requested technical assistance from UNICEF to accelerate the work on social service provision. This support focuses on the costing and budgeting of social services, inherently designed to support the most vulnerable population, thereby reinforcing the LNOB. Progress has also been made in building awareness among parliamentarians about the critical role of parliaments in overseeing and guiding SDG implementation. Nevertheless, given the country's complex administrative structure, continued efforts are needed, with particular emphasis on vertical scaling to engage cantonal and local assemblies more effectively.

Since its inception, SDG Council has enhanced its capacity to promote the SDG Framework across the country, increasingly serving as a key source of knowledge and support for various institutions. Still, given the country's specific governance context and the urgency of accelerating progress toward Agenda 2030, the Council still requires support to engage systematically with a broad range of stakeholders. This includes facilitating policy dialogue and advancing the SDGs through existing platforms such as SDG Week, preparation of annual reports and Voluntary National Reviews (VNRs), and other collaborative initiatives.

Strengthening data collection, analysis, and policy monitoring systems is essential at all government levels, particularly entities, the district, and cantons responsible for the people pillar of Agenda 2030. Sub-national capacities must be improved to enable unified methodologies nationwide. Piloting advisory roles in population development and monitoring within prime ministers' offices would help build lasting government capacity for sustainable development. Additionally, facilitating knowledge exchanges with countries that have effective systems would help BiH adopt best practices and accelerate progress toward Agenda 2030.

2. **Localizing the SDGs**, which entails an inclusive and accountable local government system that strengthens people-centered governance and ensures responsive, equitable service delivery. Through innovative policies, empowered communities, and transparent institutions, local governments would advance resilient development and significantly contribute to the country's SDG progress.

Similar to the state, entity, and cantonal levels, many local governments have integrated the SDG Framework into their development strategies by conducting participatory planning processes and engaging communities. However, they face similar systemic implementation challenges, particularly in aligning programme-based budgeting with strategic planning processes. In addition, local governments must address broader institutional challenges, including the need to improve public financial management and strengthen anti-corruption and oversight mechanisms. This includes better targeted and more transparent allocation of public finance in addressing sustainable development of communities, thus reinforcing the ongoing efforts of the entity ministries of finance to harmonize public spending practices (grants and subsidies). Financing of social services at the local level varies significantly across municipalities, highlighting the need for intensive, tailored capacity-building efforts. Emphasis should be placed on vulnerability-informed budget planning to ensure strategic resource allocation and the prioritization of expenditures on quality social service provision, which is a direct contribution to SDG targets of BiH.

As the level of government closest to citizens, local authorities are primarily responsible for implementing the 2030 Agenda on a local level, especially delivering essential public services, a task that remains particularly challenging for underdeveloped municipalities. In many areas, especially remote ones, social services are scarce. Where they do exist, they are often constrained by limited time, staff, and financial resources, which negatively affects both their quality and accessibility. Local authorities require additional support to effectively translate newly developed policy and legislative frameworks into evidence-based social service delivery. It is also essential to ensure that citizens, especially vulnerable groups, are given meaningful opportunities to participate in the planning and provision of these services. Given the financial constraints and operational challenges faced by local governments, there is an urgent need to explore alternative service delivery models. These may include inter-municipal cooperation, digitalization, and innovation, such as innovative financing mechanisms for private sector development and social enterprises, particularly in the agricultural sector and early childhood education and care, as well as outsourcing certain public services. All such efforts should specifically target the most vulnerable populations. In addition, the use of social dialogue can enhance understanding of the region's labor market needs. A well-functioning social dialogue platform can serve as a mechanism for consensus-building, coordination, and inclusive policy development across sectors and levels of government.

3. Strengthening the SDGs financing system to foster investments in the SDGs implementation through improved financial capacity of governments and expanded fiscal space, facilitated by strengthened partnerships with the private sector and financial institutions.

With both the SDG Framework and the SDG Financing Framework in place, governments in BIH must now focus on improving the management and targeting of public finances, while also accelerating reforms to create investment conducive environment that mobilizes the investments from the private sector and other development partners. To this end, the new SDG financing mechanisms outlined in the SDG Financing Framework should be supported with the aim of creating an enabling environment for the new innovative financial approaches, instruments, and technical know-how to more effectively use public funds as a leverage for attracting private and external investment toward sustainable development priorities.

At the same time, to ensure that both existing and new financial approaches contribute meaningfully to SDG implementation, governments at all levels must develop a clearly defined SDG investment portfolio. This portfolio should encompass a pipeline of technically sound, feasible, and investment-ready projects across key SDG priority sectors. Projects must be designed with an acceptable risk-return profile to attract investors and financial institutions.

Therefore, building institutional capacity for the development and management of an SDG-aligned investment portfolio, coupled with a structured approach to designing bankable projects and introducing approaches and know-how for innovative financing instruments, is essential. In addition, linking existing financial products, such as public financial instruments, international guarantees instruments (e.g. Sida's Guarantee Instrument) and grants, will enable necessary financial leverage to foster and accelerate SDG investments. This systemic shift will enable governments at all levels in BiH to more effectively leverage limited public resources, crowd in investment capital, and accelerate progress toward achieving the 2030 Agenda in a sustainable and impactful manner.

4. Fostering partnerships for the SDGs, enabling a collaborative approach that brings together government institutions, civil society, the private sector, academia, and local communities. In particular, partnerships with the private sector and business support organizations would enable the governments to support inclusive and environmentally responsible growth.

While the private sector, financial institutions, civil society, and academia in BiH have demonstrated commitment and contributed to the implementation of the 2030 Agenda, their engagement remains largely fragmented and project-based. Considering ongoing global crises, economic uncertainty, and BIH's development challenges and priorities, there is an urgent need to scale up, coordinate, and institutionalize these efforts for greater impact.

A good seed initiative in this regard is the SDGs Business Pioneers Award, which has helped elevate the role of the private sector, including banks, in advancing sustainable development. Beyond promoting awareness, the Award has supported companies in integrating sustainable business practices, including measuring and reporting on their contributions to the SDGs. Institutionalized within the Foreign Trade Chamber, the initiative has also cultivated a network of like-minded businesses engaged in peer-to-peer learning, knowledge exchange, and the use of digital tools to assess and enhance circular economy maturity. This has laid a foundation for broader scale-up, including fostering public–private partnerships and leveraging the potential of academia to drive innovation, research, and development, which are critical to building a competitive, knowledge-based economy. However, the economy remains fragile, characterized by high unemployment, limited industrial diversification, and infrastructure gaps. Aligning with the Agenda 2030 demands targeted efforts to foster inclusive and sustainable growth. To achieve this, BiH must modernize its regulatory frameworks, making them transparent, efficient, and digitally enabled - key to facilitating integration into global value chains. Digitalization of trade and e-commerce holds significant promise, provided there is increased investment in digital infrastructure, legislation, and capacity-building. Currently, e-commerce remains underdeveloped, constraining the competitiveness of Small and Medium-sized

Enterprises (SMEs). To accelerate progress, the country should prioritize supporting innovation, entrepreneurship, and access to finance, especially for SMEs, to diversify the economy sustainably. Strengthening digital capabilities and infrastructure will improve market access, foster regional cooperation, and attract foreign investment. Concerted efforts toward these goals will enhance BiH's resilience, stimulate job creation, and ensure alignment with SDG targets, ultimately fostering sustainable development, regional stability, and integration into global markets, consistent with its EU accession aspirations. A good example of multi-sectoral partnership is the BiH No Nation Fashion initiative implemented by IOM, which recognizes that migration is a powerful driver of sustainable development, bringing significant benefits in the form of investment, strengthening the labor market and building social and business networks.

Civil society plays an important role in advancing the sustainable development agenda at the local level. In a number of municipalities across the country, participatory policymaking processes and mechanisms have been institutionalized, creating space for citizens to actively contribute to governance and decision-making. However, the engagement of citizens and civil society organizations (CSOs) should go beyond the identification of local needs. CSOs can serve as valuable partners to local governments in implementing development priorities, particularly in addressing the needs of the most vulnerable populations. In addition to their role in service delivery and community mobilization, civil society also serves a critical watchdog function, helping to promote transparency, accountability, and good governance. However, this role is becoming increasingly difficult to fulfill in BiH and elsewhere, due to a shifting global environment and evolving donor landscape. Strengthening the enabling environment for civil society is therefore essential to ensure their continued contribution to inclusive and accountable development.

Cross-cutting drivers: To achieve sustainable and inclusive development in BIH, targeted interventions must be underpinned by cross-cutting drivers that require dedicated support and investment. These include gender equality, the Leave No One Behind principle, data-driven policy making and monitoring, innovation, and a Digital by Default approach. Strengthening these enablers is essential for ensuring that development efforts are inclusive, evidence-based, future-oriented, and responsive to the needs of all segments of society. Robust, disaggregated data is critical for identifying gaps, tracking progress, and informing decisions that lead to more equitable and impactful policies. Supporting these drivers will enhance the impact, scalability, and long-term sustainability of interventions aligned with the 2030 Agenda.

3. Hierarchy of Results

See the full Results and Resources Framework (RRF) in **Annex 1**, with a budget breakdown, including by agency. A summary of the key outcomes, outputs, and activities is provided in the table below:

Outcomes	**Authorities at all levels adopt sustainable development approaches to policy design, financing, and implementation, powered by data, innovative solutions, and collaboration with businesses, academia, and financial institutions.**	**Local governments, businesses, and communities create and implement solutions for shared challenges, with the private sector contributing to inclusive growth and sustainable development.**
Outputs	**1.1.** Coherent, inclusive, and gender-responsive policy design and implementation system in place at all levels of governance. **1.2.** Enhanced frameworks for the acceleration of SDG investments institutionalized.	**2.1.** A sustainable, inclusive, and accountable local government system in place that strengthens people-centered and collaborative governance, ensuring responsive and equitable service delivery. **2.2.** Regulatory, institutional, and innovation support mechanisms established to enhance private sector competitiveness, sustainability, and market access.
Activities	**1.1.1.** Support to the SDG Council in BIH in fulfilling its mandate on promoting, monitoring, and reporting on the SDG achievements (UNDP, building on the results of SDG2BIH) **1.1.2.** Support systemic implementation of the SDG Framework through strategic planning systems (UNDP, building on the results of SDG2BIH) **1.1.3.** Support relevant institutions in integrating innovation and digitalization in policy implementation (UNDP, building on the results of SDG2BIH) **1.1.4.** Standardization of social services to reinforce the principle of Leave No One Behind (UNICEF, building on the results of SDG2BIH) **1.1.5.** Promotion of SDGs and partnerships for sustainable development (UNDP, building on the results of SDG2BIH) **1.2.1.** Support to upper governments to set up an SDG investment portfolio approach (UNDP, building on the results of SDG2BIH) **1.2.2.** Design and pilot innovative financing models for early childhood education and care (ECEC) and selected social protection services (UNICEF) **1.2.3.** Support the enhancement of public finance management at higher levels of government (UNDP, building on the results of the PIPLS project)	**2.1.1.** Support systemic implementation of the SDG Framework through strategic planning systems (UNDP, building on the results of SDG2BIH) **2.1.2.** Support enhancing public finance management at the local level, contributing to better collection and targeting public revenues (UNDP, building on the results of the PIPLS Project) **2.1.3.** Support local governments in accelerating implementation of local sustainable development priorities (UNDP, building on the results of SDG2BIH). **2.1.4.** Enhance service delivery and financing at the local level (UNICEF, UNDP, building on the results of SDG2BIH) **2.2.1.** Support sustainable trade policy alignment and capacity building in the private sector (UNDP) **2.2.2.** Support to the creation of a dynamic environment for innovation and entrepreneurship, emphasizing research, emerging technologies, and strategic partnerships to support sustainable economic transformation (UNDP) **2.2.3.** Support development of responsible, environmentally friendly, and human-centric business models (No-Nation Fashion Initiative, IOM) **2.2.4.** Fostering partnerships for sustainable business (UNDP, building on the results of SDG2BIH) **2.2.5.** SDG Business Pioneers Award in BIH (UNDP, building on the results of SDG2BIH) **2.2.6.** Responsible business conduct and enhanced productivity (ILO)

1b) Complementarity and Additionality:

Two interventions supported by Sweden have been vital for nationalizing the 2030 Agenda in BIH. The SDG Roll-Out Support and Private Sector Engagement Project (2017-2021) provided critical support to the country in designing the SDG Framework, the only country-wide development document since 2006. Importantly, the Project paved the way for increased engagement and contribution of the private sector to the implementation of the 2030 Agenda. "Translating the Sustainable Development Goals Framework in Bosnia and Herzegovina into sustainable and inclusive growth (SDG2BIH)" is a direct follow-up to the SDG Roll-Out project, implemented from 2021 to 2025. It is funded by Sweden and implemented by UNDP BiH in partnership with UNICEF and UN Women. Its implementation created an opportunity to pilot SDG localization with 3 cantons and 8 local governments, enhanced service delivery, helped open discussions, and initiated the work with parliaments on the oversight of progress towards the SDGs as well as expanded the work with the private sector engagement. Lastly, it enabled the initiation of policy-level discussions on specific financing instruments that could help increase the fiscal space for the SDGs in the country. Moreover, the Project for Improving Performance of Local Services" (PIPLS), financed by Sweden and implemented by UNDP, supported local governments in increasing their level of transparency and accountability in managing publicly owned goods, piloting public-private partnerships (PPP) approach to local infrastructure enhancement, contributing to generating additional revenues for capital investments, and improving service delivery.

Together with Switzerland, Sweden played a key role in supporting interventions aimed at enhancing the capacity of local governments to accelerate the achievement of the SDGs through systemic changes, namely the Strengthening the Role of Local Communities in BIH" (MZ) Project, supported by Sweden and Switzerland and implemented by UNDP, and the Municipal Environmental Governance Project (MEG), supported by Sweden, Switzerland, the EU, and the Czech Republic and implemented by UNDP. These efforts led to the introduction of performance-based management and the strengthening of the legal and operational framework for structured citizen participation in gender-responsive decision-making and community-driven local development. This empowered government authorities to increase accountability and respond to the growing demands of citizens. These initiatives were further reinforced by new regulatory reforms and improved utility service delivery at the local level, enabling local governments to better address the priorities of both citizens and businesses. Moreover, piloting of local voluntary reviews (VLRs) is undertaken under a UN programme supported by the Joint SDG Fund and implemented by FAO and WHO. This piloting is complemented with awareness raising and support to local governments in enhancing the food systems transformation pathways, promoting sustainable and healthy lifestyles, including health-related behavior changes among the general public and consumers, paying attention to the most vulnerable.

In addition to the interventions aimed at strengthening governance systems for SDG implementation, enhancing financial systems was another key priority addressed through several initiatives. Since the SDG Framework is implemented through the country's strategic planning systems, a connection between SDG-aligned development strategies and public financial planning has been established. However, there is still a need to further strengthen this connection by introducing program-based budgeting across multiple levels of governance. Moreover, recognizing that public funds alone are insufficient to achieve the SDGs, authorities in BiH, with the support of the Joint SDG Fund, were assisted in designing the SDG Financing Framework, adopted in 2024. This framework defines priority financing policies and instruments to foster partnerships and mobilize additional funding for SDG implementation. With support of Sweden, UNDP is currently supporting the preparation of feasibility studies for establishment of innovative financing instruments for the SDGs (strategic investment funds and SDG bonds at the entity level), reinforced by efforts to strengthen biodiversity financing, green financing for small and medium enterprises (SMEs) and natural disasters insurance schemes. Under this Joint UN initiative, the ILO capacitated institutional partners to conduct impact assessment of current employment policies and strategies with recommendations for resource optimization to maximize job creation/formalization and produced the Social Accounting Matrix (SAM) and a specific simulation model, as well as the ILO Report on Employment and Social Impacts of Energy Transition in BIH (Decarbonization and Just Transition). Currently the ILO supports the SDG Framework's implementation/financing through several employment projects by localising the SDGs, primarily the SDG 8[1], through locally based partnerships for employment and improvement of the socio-economic situation and living conditions with better employment opportunities for vulnerable groups.

UNICEF is working on a feasibility study on mobilizing innovative financing solutions to expand the quality early childhood education and care (ECEC) across BiH, in line with SDG 4 target. Another contribution to this project would be direct engagement with 2 target locations to develop comprehensive ECEC expansion plans, in particular for marginalized and vulnerable children, in line with LNOB principle. To accelerate achievement of SDG 1[2] targets addressing poverty reduction, UNICEF is providing technical assistance to entity Ministries of Social Policy/Protection in the reform of social protection legislative framework, which will have direct implications on the quality and scope of local level social service provision, to be supported through this initiative.

Under the Sweden-funded SDG Roll-Out project, implemented from 2021 to 2025, UN Women has piloted innovative approaches to care economy service models. Building on this foundation, the recently launched Sweden-supported Gender Equality Accelerator (GEA), led by UN Women, is piloting new care service delivery models, supporting transitions from unpaid to paid care work, and strengthening institutional and financing frameworks. The Joint Programme directly complements these efforts by equipping municipalities and cantons with the capacity to operationalize PPP legislation for care infrastructure, ensuring that innovative service models developed under GEA can be delivered through sustainable local facilities. In this way, the two programmes together contribute to the Leave No One Behind principle and advance women's economic empowerment by improving both the quality of care services and the infrastructure needed to make them accessible and available to all. At the same time, GEA's systemic results on gender equality mainstreaming will feed into JP activities on governance, financing, and localization, ensuring that gender perspectives are consistently reflected across the programme and reinforcing the overall coherence of Sweden's support.

Agenda 2030 system-building efforts were further strengthened through the support of the Government of Slovakia and UNDP, which enhanced the capacity of Public Audit Offices in the country to conduct comprehensive audits of SDG implementation. Additionally, with the support of Sweden, UN Women supported the introduction of performance-based audits of SDG 5 across the Western Balkans region, working closely with Public Audit Offices to strengthen accountability mechanisms for gender equality.

Notably, the activities of this Programme and the "SDG Partnership between Bosnia and Herzegovina and Switzerland for the period 2025–2028", with support from the Embassy of Switzerland in BiH, will be closely aligned and mutually reinforcing, particularly in areas of governance, SDG localization, stakeholder engagement, and evidence-based policymaking. Both initiatives support the implementation of the 2030 Agenda through inclusive, multi-level, and data-informed approaches, with a shared focus on strengthening institutional capacities and promoting whole-of-society collaboration.

Overall, the implementation of the SDGs in BiH up to date has provided valuable insights for fostering sustainable development. Key lessons highlight the importance of localization, which ensures that initiatives address community-specific needs, making them more effective and impactful. This approach is bolstered by fostering strong local ownership through participatory processes that emphasize inclusion and the "leave no one behind" principle, building trust and ensuring vulnerable groups are not excluded. Inclusive engagement also extends to the private sector, where businesses become vital partners when they recognize sustainability as a driver of growth. Establishing early dialogues with business associations and chambers of commerce has proven to be an effective strategy for aligning SDG goals with sector-specific priorities. Tailored tools, combined with examples of successful business cases, have strengthened private sector commitment to sustainable practices. Navigating sustainable initiatives in a politically complex environment

[1] SDG 8 is „Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."

[2] SDG 1 is "End poverty in all its forms everywhere."

requires steadfast focus on the development agenda, avoiding distractions and prioritizing continuity. This continuity is critical for capacity-building efforts, as one-off training or support often fails to build lasting institutional strength. Data plays a pivotal role, serving as a decision-making catalyst by driving evidence-based policies and enhancing accountability. Moreover, aligning sustainable development efforts with national priorities, including pathways toward European Union integration, is both essential and challenging. This alignment ensures coherence, credibility, and enables long-term progress, although it demands consistent effort and time. Overall, these lessons underscore the importance of inclusivity, multi-stakeholder engagement, persistence, and data-driven approaches in advancing sustainable development agendas.

1c) Alignment to the SDGs, UNSDCF, GCM[3], and Relevant Frameworks:

The Programme directly addresses the implementation of Agenda 2030 in BIH and the country's SDG Framework, as the only country-wide long-term strategic document, as well as the SDG Financing Framework that aims to expand fiscal space for financing sustainable development. The programme is highly relevant for implementation of the EU Growth Plan for the Western Balkans and a number of the EU *Acquis Communautaire*, including public finance management. The Programme will directly contribute to the implementation of the UN Sustainable Development Cooperation Framework with BIH 2026-2029 and the Strategy for Sweden's Reform Cooperation with the Western Balkans and Turkey for 2021-2027, including the following priorities: (Human Rights, Democracy, Rule of Law and Gender Equality; Peaceful and Inclusive Societies; Human rights, democracy, the rule of law and gender equality; Inclusive Economic Development).

1d) Complementarities with EU integration processes:

The Programme is strategically designed to accelerate BiH's progress toward the SDGs while directly supporting EU integration. It does so by aligning its interventions with the EU Growth Plan for the Western Balkans, which BiH committed to through its Reform Agenda. The Programme addresses the Reform Agenda's four priority areas, green and digital transition, private sector development, human capital development, and fundamental reforms, by strengthening governance systems, enhancing public finance management, and fostering inclusive service delivery. It builds on the SDG Framework and the SDG Financing Framework, both of which are explicitly harmonized with the aforementioned EU priorities, and aims to consolidate previous efforts while catalyzing new, transformative interventions that accelerate sustainable development and reform implementation.

From the perspective of the EU acquis, the Programme contributes to several chapters. It supports Chapter 5 (Public Procurement) through support to introduction of sustainable procurement and PPP models; Chapter 19 (Social Policy and Employment) through reforms in early childhood education and social protection, and (Enterprise and Industrial Policy) by enhancing SME competitiveness and innovation. By embedding EU-aligned practices across governance, finance, and service systems, the Programme not only advances BiH's SDG targets but also strengthens its institutional readiness for EU membership and its ability to deliver on the commitments under the Growth Plan.

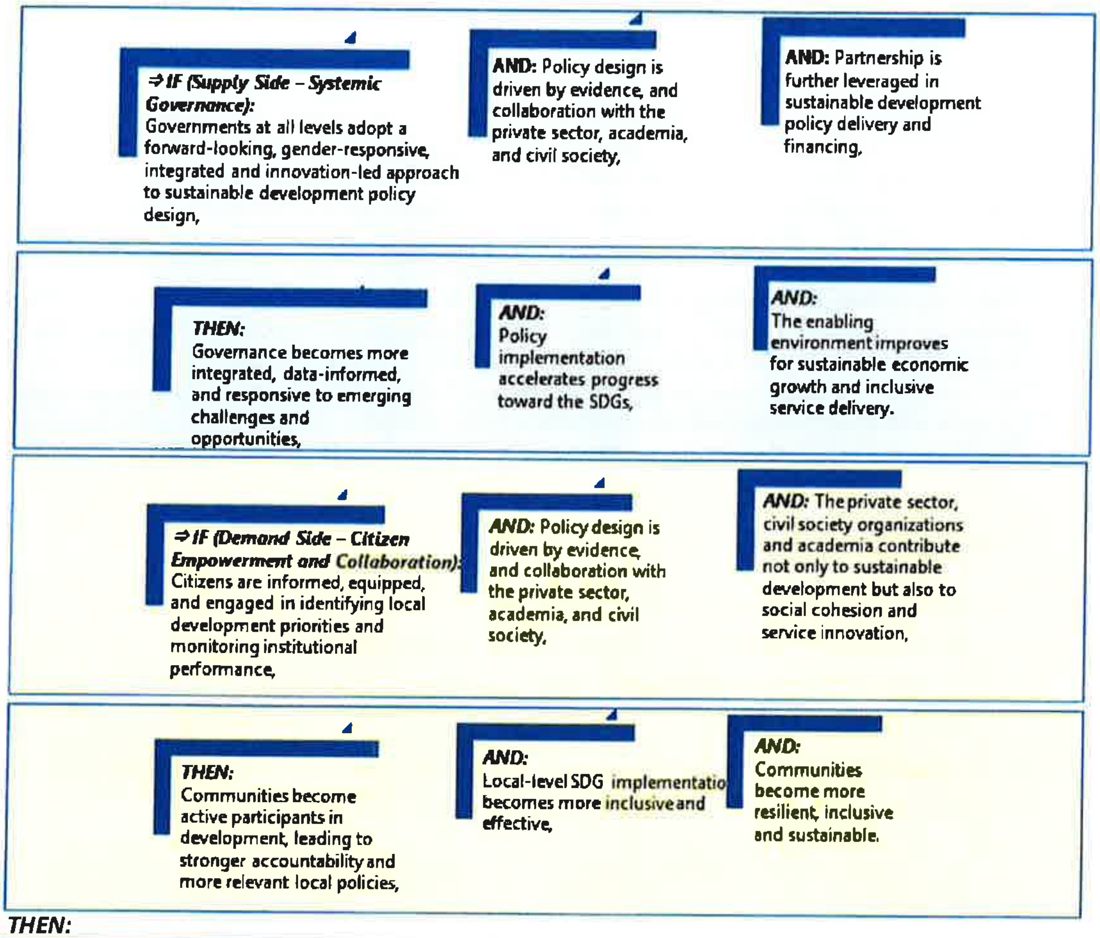
As for alignment with the EU Growth Plan for the Western Balkans, the Programme directly contributes to the attainment of reforms identified in the BIH Reform Agenda related to digitalization of services, financial support to innovative startups and SMEs and early childhood education.

[3] Global Compact for Safe, Orderly and Regular Migration (GCM)

4. Joint Programme Strategy

4.1. Theory of Change

The Programme leverages a dual-track approach to sustainable development in BiH: strengthening systemic, integrated governance (supply side) and empowering citizens, the private sector, academia, and civil society as a whole to demand systemic localization of the SDGs (demand side). In this respect, the Joint Programme Theory of Change is displayed below:



THEN:

As governance systems at all levels become more coherent, inclusive, and gender-responsive (Output 1.1), and institutional frameworks for mobilizing and managing SDG-aligned investments are established and operational (Output 1.2),

- Then authorities will adopt sustainable development approaches to policy design, financing, and implementation (Outcome 1),

Because these systems allow decision-makers to use evidence, data, and participatory mechanisms to design policies that are socially relevant, financially sustainable, and responsive to citizen priorities, strengthening institutional effectiveness and trust.

If local governments are empowered to provide accountable, people-centered services (Output 2.1), and regulatory, institutional, and innovation support mechanisms encourage private sector competitiveness, sustainability, and SDG-aligned investment (Output 2.2),

- Then local governments, businesses, and communities will co-create and implement solutions for shared challenges (Outcome 2), Because empowered citizens can meaningfully engage in decision-making, the private sector invests strategically in inclusive and sustainable initiatives, and local priorities are addressed through coordinated, innovative, and long-term approaches.

If these pathways unfold simultaneously,

- then the Joint Programme will accelerate SDG progress in Bosnia and Herzegovina, creating an integrated governance ecosystem where citizens, academia, and the private sector actively localize and advance the SDGs,

Because systemic reforms, citizen engagement, and strategic multi-stakeholder collaboration generate sustainable, inclusive growth and resilience, creating a sustainable cycle of accountability, innovation, and social impact.

These concerted efforts will result in more resilient, inclusive, and sustainable communities, with empowered local actors playing a pivotal role in achieving national SDG targets. The Programme will establish Bosnia and Herzegovina as a regional model for bottom-up sustainable development, highlighting the potential of empowered local governance and collaborative partnerships to drive transformative change.

The successful implementation of this Theory of Change relies on several key assumptions: governments must be committed to adopting inclusive and transparent sustainable development policies and have the capacity to implement them effectively; citizens and civil society need to be informed, equipped, and able to engage meaningfully in processes to localize the SDGs; businesses must recognize the value of contributing to sustainable development and collaborate with governments and communities; trust and cooperation must be fostered among all stakeholders; sufficient financial and technical resources must be mobilized; effective legal frameworks, digital tools, and data systems must be in place to support transparency and evidence-based decision-making; and a stable political and social context is necessary to sustain long-term partnerships and development efforts. These conditions are essential for achieving the desired outcomes and must be continually monitored for potential risks.

4.2. Expected results by outcomes and outputs

The SDG Roll-Out and SDG2BiH initiatives played a key role in localizing and systematizing the 2030 Agenda in BiH, establishing core implementation mechanisms and multi-stakeholder platforms. Subsequent interventions further strengthened these systems, particularly at the local level. However, progress has been slowed by country-specific challenges, especially political disagreement and weak institutional coordination, which have hindered reforms, including those tied to EU accession. These internal barriers, compounded by external shocks, continue to constrain sustainable development progress.

The final evaluation of the SDG2BiH Programme also underscores its strong success in institutionalizing the SDG Framework across all levels of governance in Bosnia and Herzegovina. To sustain this momentum and meet the Agenda 2030 goals, according to the final evaluation, the next phase must prioritize strengthening the SDG governance architecture. This includes supporting the institutionalization of the SDG Council Secretariat and enhancing vertical coordination mechanisms to ensure cohesive policy implementation across state, entity, cantonal, and municipal levels. These measures are deemed critical for building an efficient governance structure that enables consistent SDG implementation and monitoring.

Another pivotal focus of the evaluation of the SDG2BiH is the need to operationalize the SDG Financing Framework through innovative tools. Additionally, efforts to strengthen private sector partnerships must be scaled up to drive green, inclusive, and digital transformation. This includes transforming the SDG Business Pioneers Award into a self-sustaining platform integrated with the Trade Chambers and expanding initiatives like the Circular Economy Accelerator with private sector co-funding and digital innovation.

An independent evaluation of the first phase of the PIPLS Project confirmed that the Project successfully achieved its objectives, delivering notable improvements in public finance management, asset management, and local service delivery. Given that public procurement remains central to efforts to prevent financial mismanagement and strengthen responsible public spending, the evaluation underscored the importance of building on the foundations created by PIPLS. This includes advancing work on the development of new public procurement legislation and supporting the implementation of the newly adopted Public Procurement Strategy to ensure its practical application and long-term viability. At the same time, the evaluation highlighted the need to sustain the momentum generated during the first phase, capitalize on the positive practices introduced, and address remaining gaps. Also, as the evaluation noted, the programme-based budgeting represents a natural point of entry for gender-sensitive considerations to be included.

With just five years remaining to achieve the ambitious 2030 Agenda, accelerating sustainable development progress in BIH has become an urgent priority. This requires a concerted effort to consolidate and interlink the results and systems established thus far, amplifying the impact of individual interventions while addressing critical gaps by leveraging key drivers of progress. Success will hinge on adopting an integrated approach that maximizes synergy and unlocks untapped potential across sectors.

To this end, the Joint Programme has been meticulously designed to catalyze the creation and implementation of transformative sustainable development policies and innovative strategies. These efforts aim to enhance coordination at both intra-governmental and inter-governmental levels, harness dynamic partnerships, and foster innovations to propel progress toward the SDGs.

The Programme revolves around two strategically aligned and mutually reinforcing outcomes. The first outcome focuses on delivering system-level innovations, including robust policy frameworks and financing solutions, to address structural challenges while advancing the priorities of individual SDGs. Complementing this, the second outcome envisions the localization of the SDG, translating national priorities into actionable, community-driven solutions. It emphasizes building dynamic partnerships, particularly targeting the private sector, as a catalyst for innovation, investment, and impact. Together, these outcomes provide a cohesive and comprehensive roadmap to fast-track sustainable development in BiH, ensuring no one is left behind and support the overall objective of the Joint Programme is to contribute to the accelerated achievement of Sustainable Development Goals in Bosnia and Herzegovina by strengthening systemic, integrated governance and empowering citizens, the private sector, and academia to localize the SDGs, thus increasing sustainable and inclusive growth.

Outcome 1: Authorities at all levels adopt sustainable development approaches to policy design, financing, and implementation, powered by data, innovative solutions, and collaboration with businesses, academia, and financial institutions.

This outcome within the Programme is designed to drive transformative, system-based solutions and foster integrative policymaking to enable the comprehensive and accelerated implementation of the SDG Framework in BiH. It prioritizes laying the groundwork for systemic change, addressing structural barriers, and creating cohesive strategies that ensure long-term progress. It entails two distinct but closely inter-linked outputs, addressing gaps in government systems for integrated and sustainable policy design, financing, implementation and reporting.

Output 1.1: Coherent, inclusive, and gender-responsive policy design and implementation system in place at all levels of governance.

As governments at all levels integrate SDG priorities into development strategies, SDG implementation has become more systemic, shaping institutional and budgetary planning. However, medium-term planning remains challenging. Many sectoral ministries still work in silos, missing opportunities to design coherent, cross-sectoral interventions for greater impact—particularly in leveraging innovation, advancing digitalization, promoting gender equality, and upholding the LNOB principle in policy-making and service delivery.

Actions envisaged under the Joint Programme aim at addressing the aforementioned challenges, while strongly building on and expanding the achievements of the previous SDG2BIH Programme. It entails actions to support governments at the state, entity level and cantonal levels as well as the Brčko District BIH, in strengthening the cross-sectoral coherence, alignment of strategic and budget planning and leveraging data, digitalization, innovation, and green solutions and partnerships as cross-cutting principles throughout their planning and implementation cycles. Emphasis will be placed on addressing the needs of the most vulnerable populations and advancing gender equality. In addition to working with the executive branches, the Joint

Programme aims at strengthening the broader governance ecosystem for sustainable development by reinforcing parliamentary oversight mechanisms. Exchange of best practices and know-how will be supported, including through regional exchange and dialogue with a focus on further strengthening the role of the SDG Council. The SDG Council has enhanced its capacity to promote the SDG Framework across the country, increasingly serving as a key source of knowledge and support for various institutions. Given the country's specific governance context and the urgency of accelerating progress toward Agenda 2030, the Council still requires support to engage systematically with a broad range of stakeholders. This includes facilitating policy dialogue and advancing the SDGs through existing platforms such as SDG Week, preparation of annual reports and VNRs/VLRs and other collaborative initiatives.

Tailored support to entity-level institutions and cantons in the standardization and costing of prioritized social services, contributing to ongoing social protection and education system reforms, will be provided, aimed at improving the targeting and efficiency of social services. Additionally, local authorities will be supported in translating these new policy and legislative frameworks into evidence-based service provision, while ensuring that citizens, particularly vulnerable groups, have meaningful opportunities to participate in the planning and delivery, while applying the mechanisms introduced within the SDG2BIH.

Activities under Output 1.1. are listed below.

<u>Activity 1.1.1. Support to the SDG Council in BIH in fulfilling its mandate on promoting, monitoring, and reporting on the SDG achievements (UNDP, building on the results of SDG2BIH)</u>

- Facilitate strategic partnerships for the SDG Council across multiple sectors, including national institutions, subnational governments, parliaments, private sector actors, civil society, academia, youth representatives, and international partners.
- Support evidence-based monitoring of the SDG Framework in BiH's implementation, including revision and tracking of SDG indicators for BiH and data analysis.
- Support in the preparation and presentation of the 2027 BiH Voluntary National Review (VNR) report at the High-Level Political Forum in New York.
- Support the preparation of annual reports on SDG implementation in BIH.

<u>Activity 1.1.2. Support systemic implementation of the SDG Framework through strategic planning systems (UNDP, building on the results of SDG2BIH)</u>

- Support preparation/alignment of development strategies at the state, entity, and Brčko District level in further implementation of the SDG Framework.
- Support introduction of programme-based budgeting at cantonal and its piloting at local level.

<u>Activity 1.1.3. Support relevant institutions in integrating innovation and digitalization in policy implementation (UNDP, building on the results of SDG2BIH)</u>

- Technical assistance to design a grant scheme for relevant entity ministries/BD, focusing on innovation and digitalization in the private sector.

- Implement a joint grant scheme with relevant entity ministries/BD, focusing on innovation and digitalization in the private sector.

Activity 1.1.4. Standardization of social services to reinforce the principle of Leave No One Behind (UNICEF, building on the results of SDG2BIH)

- Technical assistance to entity and cantonal social policy authorities and other stakeholders in translating the entity Social Protection Strategies into action planning with focus to provision of social services to the most marginalized groups.
- Tailored support to entity-level institutions and selected cantons in the standardization and costing of prioritized social services, in line with the draft FBiH Law on Social Services and RS Law on Social Protection and contributing to BiH SDG Framework implementation.
- Support to local governments in translating new policy and legislative frameworks into evidence-based social service provision, to enhance women economic empowerment.
- Support to cantonal education authorities to establish monitoring mechanisms for the implementation of Education sector Action Plans for ECEC contributing to SDG 4 acceleration

Activity 1.1.5. Promotion of SDGs and partnerships for sustainable development (UNDP, building on the results of SDG2BIH)

- SDG Week.
- Fostering public-private dialogue for SDGs acceleration (e.g. Global Compact, partnership with academia).

Output 1.2. Enhanced frameworks for the acceleration of SDG investments institutionalized.

Building on the achievements of the SDG2BIH Programme and the Project for Improving Performance of Local Services (PIPLS), actions under Output 1.2. aim at supporting BIH in expanding access to finance for sustainable development by strengthening the SDG investment portfolio approach at the sub-national level, combined with efforts to support the institutional partners in enhancing public finance management at the local level. The Programme will work to support the upper governments to develop and manage systemic, results-driven SDG project pipelines stemming from the public investment programmes. This will be linked with efforts to create a portfolio of bankable, investment-ready projects aligned with the Reform Agenda under the EU Growth Plan and the BiH SDG Financing Framework, supporting mobilization of both public and private investment. Furthermore, continued technical assistance will be provided to the upper governments in launching the financing instruments whose creation was supported under the SDG2BIH. The Programme will also address main recommendations from the PIPLS final project evaluation to address the introduction of sustainable public procurement practices and strengthen the policy framework for asset management.

To diversify and expand financing options, the intervention will explore innovative financing models for early childhood education and care (ECEC) and selected social protection services are currently being designed by UNICEF and its implementation will be supported under the Programme in selected localities (UNICEF).

Moreover, the ILO will favour phasing out the provision of grants and using the funds of the government for insertion into the banking system. The provision of innovative financial products at lower costs to be affordable to micro, small and medium enterprises as well as financing the processes of just transition to greening and digitalization, for the purchase of equipment and ensuring the training of workers, becomes necessary. The insertion of public funding in the banking system will generate more funds and will be beneficial for the banking system that will also develop new financial products and increase its client base. This would ensure sustainability and post-project interventions and social inclusion.

The Output 1.2. entails the following activities:

Activity 1.2.1. Support to upper governments to set up an SDG investment portfolio approach (UNDP, building on the results of SDG2BIH)

- Technical assistance and training to authorities at sub-national levels in enhancing the public investment programmes with a focus on systemic SDG project pipeline development and management.
- Technical support to upper governments in identifying and developing at least 2 investable projects serving as a blueprint for future SDG investments in line with institutional regulatory frameworks for Preparation, Development and Monitoring of the Public Investment Program and requirements for bankable project development.
- Technical assistance to governments at sub-national levels in the process of establishing SDG financing instruments.

Activity 1.2.2. Design and pilot innovative financing models for early childhood education and care (ECEC) and selected social protection services (UNICEF)

- Advocacy and technical assistance to authorities to implement Public Private Partnerships (PPP) solutions for expansion of ECEC.
- Leveraging private sector investments to increase access to ECEC by mobilizing UNICEF Business Advisory Council and other corporate stakeholders
- Support social protection authorities and local governments in developing financing models for prioritized social services, in line with adopted entity Strategies for Social Protection (supported through SDG2BiH programme)

Activity 1.2.3. Support the enhancement of public finance management at higher levels of government (UNDP, building on the results of the PIPLS project)

- Analysis of the regulatory framework for asset management.
- Technical assistance to partner governments in implementing recommendations derived from the analysis, related to improving and aligning the regulatory framework for asset management with best practices and local needs.
- Support the PPA in drafting regulatory frameworks for sustainable public procurement (green, socially responsible, and gender-responsive public procurement).
- Enhancing the capacities of institutions at upper government levels in BIH to implement sustainable public procurement practices.

Outcome 2: Local governments, businesses, and communities create and implement solutions for shared challenges, with the private sector contributing to inclusive growth and sustainable development.

A number of local governments in BIH have made significant strides in integrating the SDG Framework into their development strategies. This progress has often been supported by inclusive and participatory planning processes that actively engage communities in shaping their sustainable development priorities. However, local governments continue to face systemic challenges in implementation, particularly in bridging the gap between program-based budgeting and strategic planning processes. Beyond these technical obstacles, local governments must also contend with broader institutional challenges. These include the pressing need to enhance public financial management systems and to reinforce anti-corruption and oversight mechanisms that ensure accountability and transparency. A particular focus is required on the more equitable and transparent allocation of public financial resources to effectively address the sustainable development needs of communities. These efforts are essential to building trust and promoting sustainable growth at the local level, while also complementing and reinforcing the ongoing initiatives led by ministries of finance to harmonize public spending practices, such as grants and subsidies. This alignment represents a critical step in creating a more efficient, transparent, and results-driven approach to public finance in support of sustainable development across all levels of governance.

While the private sector, financial institutions, civil society, and academia in BiH have demonstrated commitment and contributed to the implementation of the 2030 Agenda, their engagement remains largely fragmented and project based. In light of ongoing global crises, economic uncertainty, and BIH's development challenges and priorities, there is an urgent need to scale up, coordinate, and institutionalize these efforts for greater impact.

Employers' and business membership organizations need to be closely involved in Technical and Vocational Education and Training (TVET) to ensure its responsiveness to labour market needs and should also be encouraged and trained in the application of responsible business conduct that would lead to safer working conditions, healthier and more productive workers and enhanced productivity in the private sector. In promoting responsible business conduct (RBC), integrating workplace-level social dialogue and collective bargaining can become powerful tools for enhancing compliance with international labour standards and environmental, social, and governance (ESG) criteria. This will enable enterprises to access foreign markets and value chains while implementing the EU due diligence requirements.

Civil society plays a vital role in advancing the sustainable development agenda at the local level. In several municipalities across the country, participatory policymaking processes and mechanisms have been institutionalized, creating space for citizens to actively contribute to governance and decision-making. However, the engagement of citizens and civil society organizations (CSOs) should go beyond the identification of local needs. CSOs can serve as valuable partners to local governments in implementing development priorities, particularly in addressing the needs of the most vulnerable populations. In addition to their role in service delivery and community mobilization, civil society also serves a critical watchdog function, helping to promote transparency, accountability, and good governance. However, this role is becoming increasingly difficult to fulfill in BiH and elsewhere, due to a shifting global environment and evolving donor landscape. Strengthening the enabling environment for civil society is therefore essential to ensure their continued contribution to inclusive and accountable development.

The actions within this Outcome aim to empower local governments, civil society and the private sector to localize the SDGs effectively, thereby contributing to the achievement of national SDG targets while enhancing citizens' well-being.

Output 2.1. A sustainable, inclusive, and accountable local government system in place that strengthens people-centered and collaborative governance, ensuring responsive and equitable service delivery.

Under Output 2.1. efforts will be made to strategically embed the SDGs into governance, policymaking, financing and implementation at the local levels, with a strong emphasis on optimizing performance management systems to enable ongoing evaluation, adaptability, and improvements in SDG advancement. These efforts will build on the results of the PIPLS project, addressing the recommendations of its final evaluation, including on the alignment of strategic planning with programme-based budgeting that is being introduced by the BIH and entity ministries of finance. More specifically, UNDP will focus on responding to the demands communicated by the entity ministries of finance to support them in piloting programme-based budgeting by using the systems already established at the entity level with support of the EU, while also pursuing gender responsiveness of policies and budgets. UNDP will support sustainable urban regeneration through innovative and smart approaches, such as revitalizing underutilized spaces and promoting incentives for sustainable behaviors, very much learning from experience from Sweden. Gender equality will be advanced through public finance reform.

The intervention will prioritize reinforcing the oversight role of local parliamentary bodies and civil society organizations, particularly in promoting accountability and transparency. Furthermore, it will advocate for innovative approaches to public service delivery through mechanisms such as outsourcing, inter-municipal cooperation, and public-private partnerships, with an emphasis on addressing the needs of vulnerable groups. Leveraging e-governance and e-services will be central to improving the accessibility, transparency, and efficiency of public services.

Enhanced cross-sector collaboration among social service providers will be enhanced and their capacities to plan, budget, and deliver evidence-based social services will be strengthened. Emphasis will be placed on early childhood education and care (ECEC) and family social support services. This support will be complemented by the facilitation of knowledge exchange between municipalities and the exploration of innovative service delivery and financing mechanisms as well as strategic partnerships to ensure sustainability and scalability of social service delivery. This will strongly build on the results and the experience of UNICEF and UNDP in implementing the SDG2BIH.

The initiative will place significant importance on fostering partnerships with the private sector, workers' representatives, civil society, and academic institutions, where relevant, to co-design local solutions and enhance service delivery. Through these measures, the programme aims to build resilient, inclusive, and sustainable communities while accelerating progress towards the SDGs at the local level. The No Nation Fashion and other innovative initiatives in BiH which work towards the SDGs will also be promoted, demonstrating the impact of cross-sectoral approach to the SDGs.

Furthermore, the Programme will focus on strengthening local capacities for provision of social services for older persons and childcare aimed at activation of women in the labor market. Both systems are urgently needed to better respond to rapid demographic changes that have been leading to population ageing and a decrease of the working-age population. By supporting older persons, the burden on the health care system would be reduced and implementation of entity strategies of deinstitutionalization improved, voluntarism would be promoted among older persons and in general older persons would be able to stay active members of society for a longer period. Such centers will have a significant role in reducing the effects of loneliness among older persons that have been proven as one of the main contributors to deteriorated health in older age. Childcare and women's empowerment have already been highly prioritized by entity population strategies and represent the most effective and efficient measures for achieving sustainable development of BiH.

The following activities are envisaged under the output 2.1:

Activity 2.1.1. Support systemic localization of the SDG Framework through strategic planning systems (UNDP, building on the results of SDG2BIH)

- Support further localization of the SDG Framework through the strategic planning system aligned with programme-based budgeting at cantonal and local level (alignment of development strategies and implementation mechanisms), based on SDG profiles and recommendations from voluntary local reviews.
- Enhance structured citizen participation in sustainable development processes (regulatory frameworks, citizen participation mechanisms, creation of community hubs with focus on youth and women's participation).

Activity 2.1.2. Support enhancing public finance management at the local level, contributing to better collection and targeting of public revenues (UNDP, building on the results of the PIPLS Project)

- Strengthening the capacities of cantonal ministries and local governments to establish standardized, transparent, and accountable grants management systems, including through digitalization (in partnership with entity ministries of finance).
- Assess current practices and provide targeted technical support to operationalize and institutionalize advanced asset management (incl. through grants and support to digitalization of asset management systems).
- Enhancing the capacities of local governments to operationalize and institutionalize advanced asset management practices.
- Enhancing the capacities of local governments to implement sustainable public procurement practices in line with the new legislation.

Activity 2.1.3. Support local governments in accelerating implementation of local sustainable development priorities (UNDP, building on the results of SDG2BIH)

- Identification of the local communities from BiH and Sweden, selection of project and preparation of technical documentation for sustainable development.
- Support sustainable urban transformation in up to 3 municipalities and cantons, modeled on Sweden's experience in participatory planning and sustainable urban development.

Activity 2.1.4. Enhance service delivery and financing at the local level (UNICEF, UNDP, building on the results of SDG2BIH)

- Support local governments to design and finance inclusive social services for marginalized groups, through cross-sector collaboration, partnerships and, joint action planning, based on LNOB and SDG social policy targets
- Technical and financial assistance to selected local governments to increase access to ECEC by implementing innovative, flexible, and alternative ECEC programmes contributing to women's economic empowerment, inclusive growth and SDG acceleration.
- Technical assistance to social service providers to strengthen their capacities to plan, budget, and deliver evidence-based social services.
- Enhancing knowledge exchange and collaboration across LGs to accelerate BiH SDG Framework implementation through scaling up of inclusive social services across BiH.

Output 2.2. Regulatory, institutional, and innovation support mechanisms established to enhance private sector competitiveness, sustainability, and market access institutionalized.

Under this output, the Programme aims to enhance foreign trade competitiveness and market access by strengthening regulatory frameworks, international sustainability standards, and digital infrastructure, transforming supply chains into sustainable, resource-efficient systems. Furthermore, the interventions will lean on the business and human rights approaches to enable more equitable economic development. Simultaneously, the initiative will foster a dynamic innovation ecosystem through strategic investments, partnerships, and support for entrepreneurship, facilitating a knowledge-driven economy by promoting collaboration, mentorship, and diverse funding sources, thus positioning the country for sustainable economic growth.

Efforts will be made to enhance business environment through support to governments in undertaking EU accession-related reforms through technical assistance and capacity-building for sustainable trade policies and economic diversification. The Programme will guide the government to gradually align the policy framework and the private sector its operations with the requirements of the internationally recognised sustainability standards, such as Environmental, Social and Governance (ESG) standards and Global Compact. It will also promote the development of regulatory frameworks and digital infrastructure to enhance foreign trade, including e-commerce, enabling businesses to improve competitiveness, expand market access. To achieve this, the Programme will provide strategic guidance, capacity development, and tools to transform BIH's supply chains into more sustainable, resource-efficient, and compliant systems, thus helping position the country's trade sector to meet evolving international standards and capitalize on the benefits of greener trade practices.

To drive sustainable economic transformation through innovation, and building on the achievements of the SDG2BIH, the Programme will strategically cultivate a vibrant innovation ecosystem that integrates research, entrepreneurship, and strategic partnerships. Anchored in the SDG Framework in BiH, innovation is one of the accelerators in the Smart Growth development pathway in the country, the effort will promote interlinkages among various stakeholders to foster economic progress in the country. This will involve targeted investments in research and development, creating an enabling environment for start-ups and established ventures to thrive. By fostering robust networks of entrepreneurs, investors, academia, and industry stakeholders, the initiative aims to promote collaboration, mentorship, and knowledge exchange, thus fueling the development of innovative solutions and technologies, thus improving trade cooperation and competitiveness. Furthermore, in the evolving landscape of financial development, seamlessly integrating existing financial products is crucial to enhancing access to finance. By establishing robust linkages between diverse financial instruments, the strategy leverages the strengths of public financial mechanisms, commercial lending, international guarantees like Sida's Guarantee Instrument, and grant funding. This holistic approach provides a multifaceted framework for financing that not only de-risks investments but also ensures optimized utilization of available resources. By strategically connecting these financial products, the Programme will create a network effect that amplifies opportunities for investment and growth. Through these concerted efforts, it will catalyze the evolution toward a resilient, knowledge-driven economy rooted in continuous innovation and collaborative partnerships, while leveraging global "business and human rights" practices.

In connection with the above, the following activities will be implemented under the output 2.2:

Activity 2.2.1. Support sustainable trade policy alignment and capacity building in the private sector (UNDP)

- Fostering business-enabling environment for adoption of internationally recognized sustainability standards, such as ESG and Global Compact, to enhance private sector trade competitiveness and compliance within EU frameworks, including the business and human rights frameworks.
- Enhancing BiH's trade environment by establishing supportive regulatory frameworks and advancing digital infrastructure, including e-commerce, to increase market access and competitiveness.
- Enhancing digital infrastructure, including e-commerce to increase market access and competitiveness for the private sector in BiH.
- Aligning supply chains with international sustainability standards by promoting best practices in environmental impact reduction, resource efficiency, gender equality, and greener operations.

Activity 2.2.2. Support to the creation of a dynamic environment for innovation and entrepreneurship, emphasizing research, emerging technologies, and strategic partnerships to support sustainable economic transformation (UNDP)

- Support innovation hubs and incubators that foster start-up growth and collaboration with public sector, academia and industry.
- Facilitate targeted investments in research and development projects aligned with sustainability and technological advancement.
- Organize networking events, mentorship programs, and knowledge exchange platforms for entrepreneurs, investors, and academia.

Activity 2.2.3. Support development of responsible, environmentally friendly, and human-centric business models (No-Nation Fashion Initiative, IOM)

- Promoting social inclusion by enhancing creative skills among migrants and local communities and showcasing the positive contributions of migrants to their host societies.
- Advancing circular and sustainable fashion practices.

Activity 2.2.4. Foster partnerships for sustainable business (UNDP, building on the results of SDG2BIH)

- Organize partnerships building series of events for government, private sector, and academia aimed for strengthening institutional partnership and policies for fostering country competitiveness, productivity, and sustainable value chains.
- Develop strategies for access to diverse funding sources, including grants and diaspora investments, to support innovative ventures.

Activity 2.2.5. SDG Business Pioneers Award in BIH (UNDP, building on the results of SDG2BIH)

- Organization of Annual SDG Business Pioneers Award in BiH.
- Support peer-to-peer networking and learning opportunities.
- Support for SDG BPA winners to grow the sustainability practices in their company.

Activity 2.2.6. Responsible business conduct and enhanced productivity (ILO)

- Development of studies and research on the challenges and opportunities for adopting RBC in specific sectors (to be identified).
- Workshops for workers' and employers' organizations, and relevant stakeholders, potentially including staff from local municipalities responsible for promoting local businesses, to empower their engagement towards enterprises in promoting RBC.
- Strengthening capacity of enterprises to carry out human rights due diligence focusing on how they contribute to the realization of the Fundamental Principles and rights at Work and its application into practice.
- Document good practices of enterprises contributing to the realization of decent work in line with the Fundamental Principles and Rights at Work and the ILO MNE Declaration as appropriate.

4.3. Horizonal themes

To achieve sustainable and inclusive development in BiH, targeted interventions must be underpinned by cross-cutting drivers that require dedicated support and investment. These include gender equality, the "leave no one behind" principle, data-driven policymaking and monitoring, innovation, and a "digital by default" approach. Strengthening these enablers is essential for ensuring that development efforts are inclusive, evidence-based, future-oriented, and responsive to the needs of all segments of society.

Robust, disaggregated data is critical for identifying gaps, tracking progress, and informing decisions that lead to more equitable and impactful policies. Supporting these drivers will enhance the impact, scalability, and long-term sustainability of interventions aligned with the 2030 Agenda. Furthermore, embracing innovation and digitalization opens new avenues for improving service delivery, particularly in underserved and remote communities. Advancing gender equality and social inclusion not only promotes fairness but also unleashes the full potential of the country's human capital. Integrating these drivers into all phases of planning and implementation will help build more resilient institutions and foster public trust in the development process.

The Programme will operate recognizing the critical intersection between poverty, lack of power, and gender inequality. It will include a comprehensive examination of these relationships and dynamics, focusing on how poverty exacerbates gender disparities and how gender inequality, in turn, perpetuates cycles of poverty. To ensure that the Programme targets the most vulnerable groups, the team will employ an intersectional approach, relying on the findings of recent UNDP and UNICEF Social Impact Assessments and UNDP's Intersectional Analysis[4] to adequately target the most marginalized women, including those living in poverty, ethnic minorities, single mothers, young, old, rural women, women with disabilities, Roma, LGBTQI+ and women facing multiple layers of discrimination. All actions will be informed by quantitative data and qualitative insights from the said research, ensuring a nuanced understanding of the vulnerabilities faced by different groups of women.

To adopt a "leave no one behind" approach, the Programme will ensure that relevant project activities are inclusive and accessible. This includes adapting communication strategies to reach those with limited literacy, disabilities or those living in remote areas, providing support services such as childcare and transportation to enable participation in programme activities. Furthermore, the JP will incorporate continuous monitoring and evaluation to track progress and make data-driven adjustments, ensuring that the needs of the most vulnerable are consistently met.

Lessons learned and good practices will be more specifically documented and distributed. A feedback loop with beneficiaries will be established to gather real-time information on what works and what does not, enabling adaptive management. By integrating these elements, the JP will effectively address the intersections of poverty, power, and gender inequality, ensuring that the most vulnerable groups of women are reached and supported.

Human Rights

The Programme is designed to strengthen the ability of rights-holders to claim their rights and to enhance the capacity of duty-bearers to respect, protect, and fulfill these obligations. By embedding principles of non-discrimination, participation, transparency, and accountability, the intervention promotes inclusive governance and equitable access to services.

As for right holders, special attention will be given to participation and empowerment of marginalized and vulnerable groups, ensuring that their voices are heard and their rights safeguarded. Potential risks such as inadvertent exclusion or unequal benefit distribution will be mitigated through targeted outreach, participatory mechanisms, and grievance redress systems.

The Programme addresses human rights through two key outcomes:

• Outcome 1: Strengthens systemic governance and institutional capacity to design and implement inclusive, gender-responsive, and accountable policies.

- 1.1.1: Support to the SDG Council for monitoring and reporting.
- 1.1.2: Support systemic implementation of the SDG Framework.
- 1.1.4: Standardization of social services to reinforce the Leave No One Behind principle, particularly from the aspects of rights-based approach (availability, affordability, accessibility, and quality of services).

These interventions enhance duty-bearers' capacity to fulfill rights through improved planning, budgeting, and service delivery.

• Outcome 2: Emphasizes localization and community-driven development, empowering rights-holders through participatory and accountable governance and inclusive service models.

- 2.1.1: Structured citizen participation in planning, fostering transparency and accountabilty.
- 2.1.4: Inclusive social services for marginalized groups.
- 2.2.6: Promotion of responsible business conduct and human rights due diligence.

Together, these efforts advance international human rights standards and ensure that all actions uphold the principles of equality, inclusion, and accountability.

Climate and Environment

Recognizing the urgency of climate action, the Programme integrates environmentally sustainable practices across all activities. It promotes resource efficiency, reduction of emissions, and biodiversity conservation, while conducting environmental risk assessments to prevent degradation and overuse of natural resources. The Programme aligns with global and national climate commitments, contributing to resilience and sustainability in line with SDG 13.

Implementation is operationalized through targeted interventions:

• Outcome 1:

- 1.1.3: Support relevant institutions in integrating innovation and digitalization in policy implementation — promoting green innovation in governance.
- 1.2.3: Support enhancement of public finance management at higher levels of government — introducing sustainable public procurement and improved asset management.

• Outcome 2:

- 2.1.3: Support local governments in accelerating implementation of local sustainable development priorities — fostering climate-resilient urban transformation.
- 2.2.1: Support sustainable trade policy alignment and capacity building in the private sector — promoting ESG-aligned supply chains.
- 2.2.2: Support creation of a dynamic environment for innovation and entrepreneurship — encouraging climate-smart technologies and sustainable enterprises.

Collectively, these interventions strengthen climate resilience, promote green growth, and manage environmental risks through capacity development, regulatory alignment, and inclusive stakeholder engagement.

Gender Equality

Gender equality is a core principle of this Programme. All interventions will be gender-responsive, ensuring equal access, participation, and benefits for women, men, girls, and boys.

Gender analysis will inform programme design, and gender-sensitive indicators will be integrated into the monitoring framework. Risks such as reinforcing stereotypes or perpetuating inequalities will be mitigated

through inclusive communication and targeted capacity-building. The Programme applies the UN Gender Equality Marker and aligns with CEDAW principles.
Key interventions include:
• Outcome 1:
- 1.1.4: Standardize social services to reinforce the Leave No One Behind principle — supporting the costing and delivery of gender-sensitive social services.
- 1.2.2: Design and pilot innovative financing models for early childhood education and care (ECEC) and selected social protection services — strengthening care infrastructure that promotes women's economic empowerment.
• Outcome 2:
- 2.1.1: Activity 2.1.1: Support systemic implementation of the SDG Framework through strategic planning systems – supporting integration of gender equality principle in local planning processes (as per the SDG Framework and strategic planning legislation, where gender equality and society of equal opportunities are leading principles). Moreover, the Programme will empower CSOs, including women associations to actively contribute to SDG implementation.
- 2.1.4: Enhance service delivery and financing at the local level — expanding inclusive access to ECEC and social services.
- 2.2.6: Responsible business conduct and enhanced productivity — fostering enterprise practices aligned with gender equality and decent work standards.
These interventions collectively reduce gender-based disparities, empower women economically, and ensure gender equity across governance and development processes.

The Programme will not only benefit from overall guidance of the UNDP Gender and Social Inclusion Advisor but also from the added value of UNDP in BIH, having been awarded the prestigious Gold Gender Equality Seal, as an institutional standard of excellence awarded to UNDP offices that demonstrate outstanding leadership in promoting gender equality and social inclusion. This seal underscores UNDP's commitment to embedding gender considerations in all aspects of its work and promoting introduction of this standard by both public and private sector development partners. The Gold Seal standard ensures that application of a twin-track approach to gender equality through both gender equality mainstreaming and gender-specific programmes and initiatives. In addition, the Programme will actively engage with UN Women to draw on their specialized expertise in advancing gender equality and women's empowerment.

Moreover, UNDP globally has partnered with the Folke Bernadotte Academy (FBA) to advance a human-rights-based approach to development, with UNDP BiH serving as one of the pilot offices for this innovative initiative in 2024. This collaboration enhances the Programme's ability to address gender and social inclusion in a holistic, rights-based framework, ensuring that the voices of marginalized groups are central to the design and implementation of SDG-related policies in BiH.

Peace and Security

The Programme adopts a conflict-sensitive approach that contributes to peace, stability, and social cohesion. Implementation will be guided by a "Do No Harm" framework, supported by conflict analysis and stakeholder mapping. Potential risks, such as perceived inequities or exclusion, will be mitigated through transparent decision-making and inclusive community engagement. Key interventions include:

• Outcome 1:
- 1.1.1: Support to the SDG Council in BiH in promoting, monitoring, and reporting on SDG achievements — enhancing coordination and policy dialogue with stakeholders across the country.
- 1.1.2: Support systemic implementation of the SDG Framework through strategic planning at entity and BD BiH levels — improving policy coherence across fragmented governance structures.

• Outcome 2:
- 2.1.1: Support systemic SDG Framework implementation at local level, strengthening local governance capacity and accountability.
- 2.2.6: Responsible business conduct and enhanced productivity, promoting inclusive service delivery and decent work.

These activities collectively foster trust, dialogue, and institutional legitimacy, contributing to peacebuilding and preventing conflict through equitable and participatory governance.

The exchange of knowledge and experience among governments, CSOs, and the private sector in implementing the SDGs strengthens social cohesion by fostering collaboration, mutual understanding, and shared responsibility for development outcomes. When diverse stakeholders share lessons learned, best practices, and innovative solutions, they build trust and create more inclusive policies that reflect the needs of all segments of society. Such dialogue encourages transparency and accountability, helping bridge gaps between institutions and communities. Moreover, joint initiatives, such as public–private partnerships or community-driven development programs, demonstrate collective commitment to sustainable progress, reducing social divides and promoting a sense of belonging and shared purpose. In this way, knowledge exchange becomes a practical tool for uniting different actors around common goals, enhancing cooperation, and reinforcing the social bonds essential for cohesive and peaceful societies.

Development Effectiveness

The Programme is anchored in national development priorities and the Sustainable Development Goals (SDGs), ensuring full alignment and national ownership. It promotes harmonization, capacity development, and results-based management, following the principles of the Paris Declaration: ownership, alignment, harmonization, results, and mutual accountability.
Risks related to fragmentation or duplication will be mitigated through robust coordination mechanisms, shared monitoring frameworks, and evidence-based decision-making.

The Programme will significantly enhance development effectiveness by building on past achievements while addressing key challenges in sustainability and inclusivity. Prioritizing localization and expanding SDG grant schemes will strengthen subnational planning and service delivery, fostering local ownership and ensuring no one is left behind (LNOB). Stronger partnerships with municipalities and targeted capacity-building initiatives will help bridge gaps in political and administrative capabilities, enabling consistent progress across regions.

Engaging the private sector will be crucial in driving innovation and resource mobilization. Programs like the SDG Business Pioneers Award and innovation and trade growth components will encourage widespread adoption of sustainable and circular practices.

Incorporating evidence-based decision-making and adaptive management will further enhance program efficiency, allowing real-time adjustments based on ongoing evaluations. Additionally, the institutionalization of SDG programs within national and local governance frameworks will ensure alignment with long-term development priorities, financial sustainability, and enduring results. Through these strategies, future SDG initiatives can maximize their impact, empowering communities and fostering sustainable progress.

Together, these efforts strengthen coherence, efficiency, and accountability across the Programme, ensuring that development cooperation achieves measurable and sustainable results.

4.4. Partnerships

The Programme will strategically foster partnerships to amplify its impact across key development areas in BiH. Recognizing the interconnectedness of sustainable development goals, it will emphasize collaboration with initiatives focused on green transition (e.g. UN Joint Programme Portfolio on Green Transition), digital transformation, and circular economy principles. Synergies will be actively pursued to leverage expertise and resources, ensuring a cohesive approach to systemic change.

The Programme will prioritize partnerships that advance governance reforms, recognizing that effective and accountable institutions are crucial for sustainable progress. This includes collaborating with initiatives that promote transparency, justice, and citizen engagement.

Furthermore, the Programme will integrate a strong focus on gender equality and women's economic empowerment. Partnerships will be forged with interventions (such as Sida funded UN Joint Programme Gender Accelerator) and organizations working to address gender disparities and create opportunities for women's leadership and economic participation.

Looking ahead, the Programme seeks to build strategic alliances with traditional and non-traditional stakeholders, including the private sector, academia, and civil society organizations. These partnerships will be crucial for driving innovation, fostering inclusive growth, and ensuring the long-term sustainability of development efforts. By embracing a collaborative and multi-faceted approach, the program aims to create a more resilient, equitable, and prosperous future for BiH.

Through the Joint Programme, a range of partnerships will inform and drive implementation:

SDG Council: A key institutional stakeholder for the Agenda 2030 in the country is the SDG Council, which is tasked by the BIH Council of Ministers to coordinate, monitor and report on the implementation of the SDG Framework and Agenda 2030 in the country. More specifically, the main stakeholders within the SDG Council are the BIH Directorate for Economic Planning, the BIH Ministry of Foreign Affairs, the RS Ministry for European Integration and International Cooperation, the General Secretariat of the RS Government, the FBIH Development Programming Institute, the Office of the Coordinator of Brčko District BiH within the BiH Council of Ministers, and the Brčko District Department for Economic Development. The SDG Council successfully coordinated the participatory development of the SDG Framework in BIH, prepared and presented two VNRs of BIH (2019, 2023), actively promotes the SDG Framework through different platforms and prepares annual reports on the country's progress towards the SDGs. Moreover, the SDG Council participated in the preparation of the SDG Financing Framework in BIH. Most of the institutions represented in the SDG are also responsible for coordinating the Reform Agenda under the EU Growth Plan for the Western Balkans, which can significantly support further integration of the implementation of the SDGs and domestic priorities stemming from the EU accession process.

Governments at all levels are responsible for reviewing and, where appropriate, sending into parliamentary procedures key legislation and policies on sustainable development, including budgets.

Line ministries/departments, at state, entity, and the Brčko District level, play a key role in the creation, budgeting, and implementation of sustainable development policies. The current planning systems envisage that ministries prepare their mid-term and annual work plans based on SDG-aligned integrated and sectoral strategies and that their budgets are subsequently aligned with their work plans.

Parliamentary commissions at all government levels, particularly those dealing with finance, development, and specific sectors, play a critical role in defining strategies, financial policies, and budget making and oversight processes. At the national level, the Joint Commission on Economic Reform and Development of the Parliamentary Assembly of BiH has mandate over sustainable development[5]. As for the parliamentary commissions at other levels of the government, currently their level of understanding of the potentials of the Agenda 2030 and SDGs is insufficient and requires awareness raising and capacity development.

Cantons: Within the FBIH entity, cantons hold significant responsibilities for policymaking, budgeting, and implementing sustainable development initiatives. Some of these responsibilities are also shared with the FBIH Government. However, the operational capacities of most cantons remain relatively weak, and their limited support or insufficient understanding of the importance of complex development processes often hinders progress. To address this, it is crucial to focus on the systemic capacity development of cantons while raising awareness among cantonal decision-makers about the broader sustainable development agenda. Such efforts will help ensure their active support and reduce the barriers to advancing sustainable development processes.

Local governments play a critical role in ensuring access to and enhancing the quality of essential public services across various sectors, including health, social protection, education, water and sanitation, and road infrastructure. However, chronic underinvestment in these sectors has significantly impacted the quality of life in local communities nationwide. As the level of government closest to citizens, local governments are uniquely positioned to drive sustainable development tailored to the specific needs of their communities. To maximize their impact, they must establish effective tools and processes that enable more robust and sustainable development policies, governance frameworks, and service delivery systems. These efforts should aim to not only improve the overall quality of life for citizens but also actively prioritize inclusivity and ensure that no one is left behind.

Associations of Municipalities and Cities (AMCs) in both entities serve as key stakeholders in advocacy efforts and play a vital role in facilitating the exchange of best practices across the country. These associations have a vested interest in ensuring that the needs and priorities of local governments are recognized and addressed.

Local social protection service providers, such as Centres for Social Welfare (CSWs) in BiH, have significant potential to promote social and economic inclusion for vulnerable populations. However, they face critical challenges due to being underfunded, understaffed, and constrained by weak institutional capacities and administrative burdens. To address these issues, comprehensive modernization of social services is needed, guided by inclusive, evidence-based consultative processes involving service users. Targeted investments in capacity building, staffing, and operational efficiency are essential, alongside efforts to raise awareness of their vital role in fostering social development. Strengthening these providers will enhance support for marginalized groups and position them as key contributors to sustainable and equitable community development.

Civil society organizations (CSOs), including grass root CSOs, unions, and development agencies, play a vital role in the implementation of the SDGs by raising public awareness, advocating for policy change, and ensuring government accountability. They contribute directly to achieving the goals through service delivery, particularly in areas such as health, education, and environmental protection, often reaching marginalized communities. By participating in policy dialogue, offering expertise, and representing community voices, they support inclusive decision-making.

Business support organizations such as business development centers, centers of excellence, trade chambers and unions, innovation hubs etc. play a significant role in supporting the business community and the private sector in building capacities and adapting to the ever-changing business environment. The business support ecosystem is an important enabler in business innovation and the adoption of new sustainable business models and principles.

Statistical institutions play an important role in collecting and providing data required for monitoring and reporting on the implementation of SDGs. In line with relevant international agreements, statistical institutions provide data to international agencies such as UN bodies, Eurostat, OECD, and others. Statistical institutions have already been engaged in the creation of the SDG Framework in BIH within the specific Data/Statistics sub-group and have contributed to setting the SDG targets and indicators for BIH. However, they lack an effective and coherent monitoring approach and tools that would enable tracking of progress towards the set SDG targets.

Private sector's systemic engagement in implementing the SDGs is of crucial importance. Initial efforts to raise awareness and engage the private sector to support actively the SDGs have been made, resulting in increased interest of companies to make their business operations more sustainable through the introduction of sustainable business models, as well as monitoring and reporting on their sustainability actions. However, recent data indicate that the majority of companies in BIH believe they lack financial resources, technological capacity, and knowledge to integrate circularity into their business models[6]. Accordingly, tailored support is needed to address these shortcomings, towards accelerated growth that incorporates environmental and social considerations.

Donors and international organizations are also important players in the context of SDG financing. Having in mind the SDG Framework in BIH, donors and international organizations can help the country achieve its

SDGs targets, aligning their strategies and financing streams with and acting in sync with domestic institutions.

4.5. Programme Duration

The proposed sequenced approach to activity implementation over the 48-month duration has been carefully designed to optimize results and impact. While not all activities will be carried out continuously throughout the entire programme duration, this sequencing allows for a more strategic allocation of resources and prioritization of efforts at different stages of implementation. Certain foundational activities, such as institutional capacity building, will occur earlier in the programme to establish a strong basis for later interventions, such as piloting innovative models and scaling successful initiatives. This phased approach ensures that each set of activities builds on the achievements of the previous stage, creating momentum and allowing for the timely adaptation of methodologies based on lessons learned.

By sequencing activities, the programme maximizes the efficiency of staff allocation, aligning specific functions with the most relevant phases to maintain focused and intensive support where and when it is most needed. This approach avoids overburdening stakeholders, ensures a logical progression toward deliverables, and allows sufficient time for consultation, piloting, and the integration of results into policy and practice. Ultimately, this structured sequencing is programmed to reach the optimal impact by addressing challenges systematically and ensuring that resources are leveraged in a way that generates the highest potential for sustainable, long-term results.

5. Sustainability and Exit Strategy

Government ownership and robust support for capacity expansion are vital for sustaining efforts. The SDG Council plays a central role in advancing the implementation of Agenda 2030 in Bosnia and Herzegovina (BiH). Since its role was formalized by the BiH Council of Ministers in 2021, the SDG Council has demonstrated full commitment, taking the lead in coordinating the implementation, monitoring, and reporting on Agenda 2030 progress. Investments in building its capacities have significantly strengthened its ability to integrate SDGs into policies at all levels of government, including localization efforts.

Sustainability of the Programme's results will also be achieved by further building capacities within responsible government institutions and embedding Programme deliverables with key institutional stakeholders. At the local and cantonal levels, successful practices and results will be promoted through development management practitioners' networks established within the municipal and city associations, and further upscaled to cantonal and entity levels. These networks will serve as platforms to replicate proven approaches in other territories across BiH.

To ensure sustainable development, strategic planning, programming, and budgeting at the cantonal and local levels must be integrated effectively. This will be achieved through targeted interventions that strengthen committed government bodies, enabling them to align budgets with strategic development goals. Capacity-building initiatives will equip local and cantonal actors with the skills to design, execute, and monitor programs aimed at sustainable development, ensuring a lasting positive impact.

Collaboration among municipal and cantonal governments will also be fostered to streamline resource coordination and share best practices. Pilot initiatives introducing innovative financing mechanisms and grant schemes will institutionalize transparent and targeted public funding. These measures will reinforce the ability of institutions to adopt sustainable practices that are responsive to local needs and contribute to BiH's progress on Agenda 2030.

Efforts to pilot and scale sustainable financing instruments with upper government institutions will include adjustments to legal and operational frameworks to improve the efficient allocation of public resources. Additionally, the Programme will enhance private-sector capacity by providing technical assistance to encourage sustainable business practices. Best practices developed through these initiatives will be integrated into public policies, with the Programme leveraging public funds alongside its own resources to maximize impact. Key activities aimed at cultivating responsible business practices will align with the Foreign Trade Chamber's Responsible Business Hub (RBH), which ensures these efforts are institutionalized and continue beyond the Project's lifecycle.

Flagship events like the SDG Week and SDG Business Pioneers Award, once primarily driven by the Project, will be fully institutionalized. For instance, the SDG Business Pioneers Award will be domesticated as part of the Foreign Trade Chamber's annual award, "Polet," under an MoU already in place. Similarly, the Programme will seek to institutionalize the SDG Week, possibly through the SDG as a nationwide platform for advancing sustainable development in the country, building on its existing role as co-organizer.

Achieving sustainable and inclusive development in BiH depends on reinforcing cross-cutting enablers such as gender equality, the LNOB (Leave No One Behind) principle, data-driven policymaking, innovation, and a "digital by default" approach. These drivers ensure development efforts are equitable, evidence-based, and future-ready. Strengthening the availability of disaggregated data will aid in identifying gaps, tracking progress, and crafting more impactful policies. Innovation and digital tools will improve service delivery, especially in underserved areas, while advancing gender equality and social inclusion will maximize the country's human capital. Embedding these enablers into all stages of planning and implementation will build resilient institutions, enhance scalability, and foster trust in the development process, ensuring long-term sustainability of interventions aligned with the 2030 Agenda.

6. Risk Management

Risk	Risk level	Mitigation strategy (including Do No Harm considerations)
Cause: Intended increased shift of implementation responsibility to third parties. Event: Significant delays in public procurement procedures conducted by those third parties. Impact: Delays in overall project implementation timelines, potential non-compliance with planned delivery schedules, and reduced effectiveness of programme execution.	Medium	Implementing UN agencies will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. Implementing UN agencies will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
Cause: Partners are unable to secure or allocate necessary financial resources. Event: Failure to provide co-funding for sustainable development priorities. Impact: Delayed or incomplete implementation of planned activities, reduced scope or scale of interventions, and risk to achieving intended development outcomes.	Low	Investments by higher government levels for sustainable development in various sectors have been reduced due to the COVID-19 crisis. Relevant development measures and priorities are outlined in the newly prepared SDG-aligned development strategies, therefore it is expected that some financial resources will be in place. The Programme will seek commitment and engagement of relevant authorities from the outset, insisting on early transfer of funds.
Cause: Limited institutional, technical, or human resource capacity of duty-bearers.	Medium	The Programme will conduct early capacity assessments and provide targeted training and support. Strengthening institutional frameworks, ensuring adequate resources, and establishing

Event: Duty-bearers are unable to meet their obligations under the Programme. Impact: Weak implementation of Programme activities, reduced effectiveness of interventions, and failure to achieve intended results or uphold rights-based approaches.		regular monitoring and feedback mechanisms are also key. Engaging duty-bearers in planning will help build ownership and accountability.
Cause: Low awareness of the Programme's relevance and lack of perceived incentives among private sector and non-governmental stakeholders. Event: Limited interest and engagement of these stakeholders in Programme implementation. Impact: Missed opportunities for innovation, investment, and broad-based support; reduced sustainability and scalability of Programme outcomes.	Medium	The Programme will engage with interested and committed private sector partners. The Programme will build on the existing interventions and continuously promote the importance of private sector engagement and contribution, emphasizing the benefits of their involvement in sustainable development financing.
Cause: Occurrence of unforeseen and uncontrollable external events (e.g. natural hazards, pandemics, or other emergencies). Event: Disruption or suspension of Programme implementation activities. Impact: Delays in delivery, reallocation of resources, inability to meet targets, and potential compromise of results and stakeholder trust.	Low	The Joint Programme will have an agile approach, including reprogramming of activities to respond to emerging needs.
Cause: Shift in government priorities during the course of project implementation. Event: Reduced involvement or disengagement of media and local decision-makers in Programme activities. Impact: Weakened visibility, reduced political support, and diminished influence or uptake of project outcomes at the local level.	Medium	Ensuring the formal commitment of decision-makers and government units (through Memoranda of Understandings (MoUs) or similar agreements) and wide involvement of government representatives beyond only political appointees.
Cause: Political reluctance or limited fiscal space among governments at all levels in BiH. Event: Hesitation or refusal to adopt new policy commitments and allocate public funds for implementation and service provision. Impact: Stalled or partial implementation of reforms, under-resourced services, and limited achievement of Programme objectives.	Medium	The Joint Programme will prioritize activities according to the strategic needs expressed by institutions. Partners will work with public institutions to ensure budgetary needs are embedded in their annual budgets.

7. Governance and Management Arrangements

The Programme will be jointly implemented by **UNDP, UNICEF, IOM and ILO**. All four agencies are **Participating UN Organizations (PUNOs),** each with clear responsibilities to implement and report on specific aspects/parts of the programme as spelled out in this project document.

The collaboration between UNDP, UNICEF, ILO, and IOM contributes to the country's efforts in terms of efficient design and execution of sustainable development policies. Each agency contributes with its unique technical expertise, thus ensuring an integrated, inclusive approach to SDG implementation, in such areas as governance, private sector and trade development, employment and migration. The participating agencies are committed to promoting rights-based and gender-responsive policy design and implementation, making sure that women and girls are active participants in sustainable development processes. The Programme will consult with UN Women to harness their specialized expertise in gender equality and empowerment of women, ensuring gender-responsive outcomes.

The Participating UN Organizations will:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA.
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.
- Each UN organization is entitled to deduct their indirect costs on contributions received according to their own regulation and rules, considering the size and complexity of the programme. Each UN organization will deduct 7% as overhead costs of the total allocation received for the agency.
- Each UN organization will account for the income received to fund its Programme components in accordance with its financial regulations and rules.

The UNDP **Multi-Partner Trust Fund (MPTF) Office is acting as the Administrative Agent (AA)** of the Programme that will:

- Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant to the Administrative Arrangement. This Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest.
- Make disbursements to Participating UN Organizations from the Joint Programme Account based on instructions from the Steering Committee, in line with the budget set forth in the Joint Programme Document.
- Prepare consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Convening Agency and the financial statements/ reports submitted by each of the Participating UN Organizations in accordance with the timetable established in the MoU;
- Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.
- Provide the donors, Steering Committee and Participating Organizations with:
  - Certified annual financial statement ("Source and Use of Funds" as defined by UN SDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year.
  - Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.
  - Charge an administrative agent fee of one per cent (1%) of the total contributions made to the Joint Programme.
- Ensure that the JP operations are publicly disclosed on the AA's website: http://mptf.undp.org.

The AA shall be entitled to allocate one percent (1%) of the amount contributed by the donor, for its costs of performing the AA's functions. Interest will be administered in accordance with the financial regulations and rules of each UN organization and as documented in the SAA signed with the donor.

To maximize the joint approach, synergies, quality and sustainability of the results, **UNDP will serve as the Convening Agent (CA)**. UNDP has been assigned this role based on the consensus of the donor and the PUNOs, due to its specialization and composite mandate that includes intergovernmental normative, operational and UN system-wide and inter-agency coordination roles.

Budget Preparation - The Convening Agency will prepare an aggregated/consolidated budget, showing the budget components of each participating UN organization.

The primary role of the CA is to provide programmatic leaderships and coordinate programmatic actions among PUNOs. To fulfil this coordination role, the CA is responsible for the following:

1. Operational and programmatic coordination, including compilation of JP's annual workplans
2. Consolidation of narrative reports, including monitoring of UNJP targets
3. Organizing the Steering Committee meetings and facilitating follow-up actions
4. Facilitating evaluation and audits (if necessary) and reports back to the Steering Committee.

The CA is responsible for coordination but does not hold any financial or programmatic accountability for those segments of the Joint Programme that are led/implemented by other PUNOs.

Interest on funds - Interest will be administered in accordance with the financial regulations and rules of each UN organization and as documented in the SAA signed with the donor.

The AA will ensure that the JP operations are publicly disclosed on the AA's website: http://mptf.undp.org. The AA will provide the Donor and the Steering Committee with the following statements and reports, based on submissions provided to the AA by each PUNO and the CA, prepared in accordance with the accounting and reporting procedures applicable to it, as set forth in the Joint Programme Document:

- Annual consolidated narrative progress reports, to be provided no later than five months (31 May) after the end of the calendar year.
- Annual consolidated financial reports, as of 31 December with respect to the funds disbursed from the Programme Account, to be provided no later than five months (31 May) after the end of the calendar year.
- Final consolidated narrative report, after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) after the end of the calendar year in which the operational closure of the Programme occurs.
- Final consolidated financial report, based on certified final financial statements and final financial reports received from PUNOs after the completion of the activities in the approved programmatic document/Joint Programme Document, including the final year of the activities in the approved programmatic document/Joint Programme Document, to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Programme occurs.
- Annual and final reporting will be results-oriented, and evidence based. Annual and final reports will be in accordance with the finalized RRFs, and monitoring and evaluation plan agreed by the Programme Steering Committee and donors. Annual and final narrative reports will compare actual results with expected results at the output and outcome level and explain the reasons for over or underachievement. The final narrative report will also contain an analysis of how the outputs and outcomes have contributed to the overall impact of the Programme. The financial reports will provide information on the use of financial resources against the outputs and outcomes in the agreed upon results framework. The AA will provide the Donor, Steering Committee and PUNOs with the following reports on its activities: Certified annual financial statement ("Source and Use of Funds" as

defined by UNSDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year.

- Certified final financial statement ("Source and Use of Funds") to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Programme occurs.

The role and responsibilities of the United Nations Resident Coordinator Office

The United Nations Resident Coordinator (UNRC) provides the overall, strategic support and leadership for implementation of the Programme and ensures the programmatic objectives are aligned with the priorities defined under the United Nations Sustainable Development Cooperation Framework (UNSDCF) that guides the activities of all United Nations entities at the country-level. In line with the UN Sustainable Development Group's (UNSDG) guidance, the UNRC conducts regular consultations with the CA and PUNOs on implementation progress, including achievements, constrains, resource mobilization requirements and actions, and to support the cohesive and coordinated approach of the PUNOs. The UNRC will be informed and consulted on the annual progress reports, including the final evaluation, as well as notes and outcomes of the Steering Committee (SC) discussions. As may be required, the UNRC will engage in the strategic discussion at the SC and with external partners to provide additional leadership and support for the implementation of the programme's objectives, including financial leveraging and resource mobilization. In addition, the UNRC Office will engage the Joint Programme team at the technical level to provide the quality assurance, to ensure the alignment with the UNSDG guidelines and to liaise, together with the CA, with the MPTF Office serving in the AA capacity to support proper management of the JP's funding.

The role and composition of the Programme Steering Committee

Programme Steering Committee will be set up with the participation of senior personnel of all signatories to the Joint Programme Document with a similar level of decision-making authority, including representatives of the four UN participating agencies, BIH Council of Ministers, FBIH Government, RS Government, and a representative of Brčko District. Donor representatives will be invited to join the Steering Committee as observers.

The main role of the Steering Committee is to provide strategic guidance for programme implementation, approve programme annual workplans, including annual targets for the results framework and review progress against set targets. The Programme SC will be co-chaired by the UNRC and representative of the Ministry of Foreign Affairs of BiH representing the BiH Council of Ministers. Other key partners and stakeholders may be invited to some of the Steering Committee meetings as needed. Steering Committee will meet twice a year, in the first and last quarters of each calendar year. A detailed TOR of the Steering Committee will be developed and endorsed by all Steering Committee members at the first meeting of the Steering Committee.

The role and composition of the Programme Advisory Committee

The Accelerating Agenda 2030 through Governance and Sustainable Growth is a far-reaching transformative programme, spanning multiple and complex areas of intervention. It seeks to provide cutting-edge policy advice, solutions and modeling and enable sustainability through context-appropriate work and ownership of key institutional and non-institutional stakeholders. To enable feedback loops and utilize the expertise across the full spectrum of partners, a Programme Advisory Committee will be established to solicit feedback, advice and expertise of key informants from government, CSOs, private sector and academia. The Programme Advisory Committee will meet twice a year, in the first and last quarters of each calendar year.

The role and composition of the Programme Implementation Team and Partnerships

The four UN agencies will have a joint approach in all aspects of implementation. This will include integration of teams through co-location and matrix reporting to ensure that lines of responsibilities are conducive to joint approaches and synergies in all aspects of planning, implementation, partnerships, and operational activities. Programme Implementation team will mobilize external expertise on targeted basis as needed and will engage relevant government and CSO programme implementing partners to further support ownership, capacity building and sustainability of the programme support. The programme implementation team will continuously seek to ensure coordination with the other actors and ongoing development and reform interventions to ensure synergies and avoid duplication.

The role and composition of the Programme Implementation Team and Partnerships

The four UN agencies will have a joint approach in all aspects of implementation. This will include integration of teams through co-location and matrix reporting to ensure that lines of responsibilities are conducive to joint approaches and synergies in all aspects of planning, implementation, partnerships, and operational activities. Programme implementation team will mobilize external expertise on targeted basis as needed and will engage relevant government and CSO programme implementing partners to further support ownership, capacity building and sustainability of the programme support. The programme implementation team will continuously seek to ensure coordination with the other actors and ongoing development and reform interventions to ensure synergies and avoid duplication.

PROGRAMME TEAM COMPOSITION:

- Programme Manager (UNDP)
- Programme Associate (UNDP)
- Procurement Associate (UNDP, 50% workload)
- Governance Associate (UNDP)
- SDG Integration Analyst (UNDP)
- SDG Financing Analyst (UNDP)
- Public Finance Management Analyst (UNDP)
- Social Policy Technical Support (UNICEF, 11% workload)
- Education Technical Support (UNICEF, 7.5% workload)
- Programme support staff (UNICEF, 19% workload)
- Project Coordinator (IOM)
- Admin/finance support staff (IOM, 5%)
- Technical Officer (ILO, 50%)
- Field Officer (UNDP)
- Digital Transformation Specialist (UNDP, 50% workload)
- Private Sector Analyst (UNDP)
- Business development Officer (UNDP)
- Communications Associate (UNDP, 50% workload)

Brief description of key responsibilities

Programme Manager: Provides overall strategic leadership and management for the Joint Programme, ensuring the delivery of results on time and within budget. S/he is responsible for guiding the team and national counterparts to achieve the programme's dual outcomes: strengthening systemic governance for SDG implementation and empowering local actors for sustainable development.

Programme Associate: delivers critical operational support for the programme's day-to-day functioning, managing administrative processes, monitoring finances, and facilitating procurement and logistics. This role ensures the smooth implementation of work plans and strict adherence to UNDP's operational and financial rules, enabling the programme team to focus on substantive delivery.

UNDP Procurement Associate (50% workload): Manages the procurement of goods and services for the Programme, ensuring a client-oriented approach and full compliance with UNDP regulations, thereby enabling all technical activities to proceed efficiently.

UNDP Governance Associate: Supports the implementation of governance-related activities, focusing on strengthening policy coherence, citizen participation, and institutional coordination across all levels of government in line with the SDG Framework. This includes direct support to the SDG Council for progress tracking, Voluntary National Review (VNR) preparation, and fostering policy coherence across sectors.

UNDP SDG Integration Analyst: Manages support to the systemic implementation of the SDG Framework across various levels of government, focusing on aligning development strategies at the state, entity, and local levels. Key responsibilities include guiding the introduction of program-based budgeting at the cantonal level and its pilot implementation at the local level, as well as promoting the localization of the SDG Framework through strategic planning systems. The role involves engaging civil society actors in the SDG implementation process, supporting sustainable urban transformation in select localities, and preparing technical documentation for sustainable development.

UNDP SDG Financing Analyst: Leads the development of innovative financing approaches to accelerate SDG investment. S/he supports governments in creating SDG investment portfolios, designing bankable projects aligned with the EU Growth Plan, and facilitating engagement with investors and financial institutions. This role also includes support to governments to embrace the Programme-based budgeting approach in the manner that integrate SDGs financing policies and priorities.

UNDP Public Finance Management Analyst: Manages interventions to strengthen Public Finance Management systems across various levels of government, focusing on asset management, sustainable public procurement, and grants management. Key responsibilities include providing strategic guidance to align PFM practices with EU standards, strengthen institutional capacities and regulatory frameworks, and promote transparency and accountability in public finance.

UNDP Field Officer: The Field Officer will serve as the primary liaison between local and cantonal governments, civil society, and the SDG Integration team. The officer will support the implementation and monitoring of SDG localization activities, engage with local communities to ensure programs meet their needs, and facilitate coordination across stakeholders. Key responsibilities include supporting program-based budgeting, assisting in the integration of SDGs into local development plans, and providing on-the-ground support for sustainable development initiatives. The role also involves monitoring progress, preparing reports, and ensuring effective communication between all parties involved.

UNDP Digital Transformation Specialist (50% workload): Provides strategic advice on digital governance, e-services, and ICT innovation to improve government service delivery and foster a digital economy. This includes supporting the integration of digitalization into policy implementation and piloting new digital tools.

UNDP Private Sector Analyst: Engages in shaping the policy framework and strategic guidance for engagement with the private sector. This position involves analyzing market trends, developing standards, and providing overall policy advice to promote sustainable business practices aligned with SDGs. The Analyst supports the creation of regulatory frameworks, explores innovative financial instruments for SMEs, and advocates for ESG standards. The Analyst collaborates with stakeholders to refine policies and provides technical guidance to ensure consistency and effectiveness in private sector engagement.

UNDP Business Development Officer: Actively works with companies and industry stakeholders to identify and capitalize on new opportunities for program growth and sustainability. This role involves establishing partnerships, understanding company needs, and providing tailored support to foster business development. The Officer prepares and submits funding proposals, pursues new access to market streams, and expands the program's impact through strategic collaborations. By maintaining close relationships with private sector entities, the Officer ensures alignment with project objectives, promotes innovative solutions, and drives the successful implementation of initiatives that benefit both the companies and the program's broader goals.

UNDP Communications Associate (50% workload): Implements the Joint Programme's communication and visibility strategy. This includes producing high-quality materials, coordinating media outreach, managing social media, and ensuring coherent messaging across all participating agencies to highlight programme results.

UNICEF Social Policy Technical Support (11%): Provides technical expertise in social protection policy and financing. The role supports government counterparts in standardizing and costing social services, developing inclusive social protection measures, and translating entity-level strategies into actionable plans for vulnerable children and families.

UNICEF Education Technical Support (7.5%): Provides technical expertise on education sector reform, with a focus on early childhood education and care (ECEC). S/he supports expanding access to quality learning opportunities, strengthening monitoring mechanisms for ECEC Action Plans, and aligning education sector plans.

UNICEF Programme Support Staff (19%): Provides administrative, financial, and operational support for the effective delivery of UNICEF-led components within the Joint Programme, ensuring smooth coordination with the Programme Secretariat and compliance with UNICEF procedures.

ILO Technical Officer (50%): Leads the implementation of ILO's components on decent work and labor standards. S/he provides technical advice to government, workers', and employers' organizations, promotes responsible business conduct (RBC), and facilitates social dialogue to enhance productivity and job creation.

IOM Project Coordinator: Leads the implementation of activity No-nation fashion and Support development of responsible, environmentally friendly, and human-centric business models.

IOM Admin/Finance support staff: This is 5% contribution to salary of existing person who monitor and administer administrative and finance side of the activity.

PROGRAMME QUALITY ASSURANCE: The Programme Quality Assurance role will be provided by UNDP Effective Governance Sector Leader, and Senior Sector Associate (15% and 20%, respectively), the Programme and Operations Support Associate (15%), and the Monitoring and Evaluation Officer (5%).

OPERATIONAL ARRANGEMENTS: The Programme will have its main office in Sarajevo, as well as field presence once the partner local governments are selected (utilizing UNDP field presence in Banja Luka and Mostar) to ensure proximity to target localities.

The Programme will deploy both national and/or international expertise in relevant fields as the need arises. External goods and service providers will be engaged following a competitive process to deliver technical assistance, training, and other relevant capacity development actions and provision of goods/services.

Besides the cost of staff and short-term experts, the Programme office costs required for the implementation of the Programme will include travel and subsistence costs, depreciation costs, rental costs or lease, maintenance and repair costs, consumables and supplies, IT and telecommunication services, energy and water, costs of facility management contracts, including security fees and insurance costs, detailed in the Annex IV/Budget of the Programme.

8. Fund management modality

The Programme will be using a pass-through fund management modality where MPTF Office will act as the AA under which the funds will be channeled for the Programme through the AA. Each participating UN organization receiving funds through the pass-through would have to sign a standardized Memorandum of Understanding with the AA. Each donor contributing to the funding of the Programme would have to sign a Standard Administrative Arrangement (SAA) with the AA.

Prior to the Programme launch, an MoU will be signed between PUNOs and the AA. A detailed joint workplan as part of this Programme will be developed for one year of the implementation in the first quarter of each yearly cycle.

The responsible parties of the Programme will be identified directly based on the unique mandates and comparative advantage. Others will be invited and selected through open calls.

9. Monitoring, Evaluation, Learning and Reporting

Programme monitoring, evaluation and audit will be carried out in accordance with the respective regulations, rules, and procedures of the PUNOs. The JP team, under the leadership of lead PUNO, monitors implementation and results in accordance with the JP results framework, work plan and budget. Monitoring by the JP team involves:

(a) tracking performance through the collection of appropriate and credible data and other evidence.
b) analysing evidence to improve effectiveness and efficiency, and to adjust JP results and strategy, as needed.
(c) checking assumptions and risks, including review of the sustainability plan and exit strategy.

The JP will be monitored throughout its duration and evaluated in accordance with the UNSDCF Monitoring and Evaluation (M&E) plan. The PUNOs will share information and progress updates and undertake joint visits where appropriate. Programme monitoring will be carried out by the PIU in accordance with the policies and procedures of the PUNOs. Programme implementation will be assessed continuously at the level of outputs, which will be measured at regular intervals and against clearly defined indicators. Specific programme activities will serve as benchmarks indicating the progress achieved. The results of monitoring activities will be presented to the Programme Steering Committee by the Programme Implementation Units.

Effective monitoring and learning will enable the JP team and JP SC to consider major challenges or opportunities and to strengthen the relevance and effectiveness of the JP. Based upon progress monitoring and learning, the JP team will carry-out routine adjustments to results and activities in the JP work plan and budget. Any adjustments required during the programme implementation will be discussed and agreed by the JP team and carried out by each PUNO according to its programming policies and procedures and financial regulations and rules. A potential substantive change in the JP will require review and approval by the JP SC and are recorded in minutes.

Gather knowledge: Monitoring contributes to learning and enhances JP effectiveness; The JP team learns from its practices and makes improvements. There are multiple entry points: routine performance monitoring, progress reports, annual reviews, evaluations, and audit. These will help the JP team, partners and stakeholders to understand what is working and what can be improved, and to share lessons for corrective action, policy advocacy, and future use by other JPs.

Annual/regular progress reviews with donors: Annual review meetings will take place between the PUNOs and donors. At these annual review meetings, PUNOs will present results during the reporting period, work plan and budget and donors will agree on the draft annual workplan and budget for the upcoming year. The PUNOs and donors will hold annual review meetings tentatively in November each year (in good time before the Steering Committee meeting), to discuss results achieved, lessons-learned and adaptations made by the JP during the activity period, as well as the workplan and budget for the upcoming period. Any recommendations from evaluations shall also be reviewed, when applicable. The meetings shall be called and chaired by the CA. The CA shall provide the draft workplan and budget and all other relevant discussion material two weeks ahead of the meeting. The annual review meetings will further be utilized to enhance cross-agency collaboration and strategizing and to discuss upcoming work and possibilities for joint advocacy with the donors. The workplan and budget will further inform the donor's decision regarding the next tranche/instalment.

There is one annual progress review. The annual review is prepared by the JP team and conducted by the JP SC that is accountable for its quality and results. The annual progress review will serve as an opportunity to gather JP partners and stakeholders to: (1) Share progress information, lessons and good practices; (2) Compare actual progress against expected results in the JP document; (3) Understand the contribution of JP results to CF outcome(s), country priorities, and related SDG targets; and (4) Review the sustainability plan and exit strategy. The review will consider and endorse adjustments to JP results, strategy, and resources in order to respond to the evolving programme context, including new or heightened risks. Changes to planned results and strategies, agreed during the annual review, are reflected in the JP results framework, work plan and budget. The review follows the guidance for the CF joint annual performance review.

Evaluation: A final external evaluation will take place in the final year of the JP implementation (before November 2029) to analyse the results achieved and remaining challenges. JP evaluations will be facilitated under the leadership of lead PUNO, at the impact, outcome and output level, according to the agreed TOR of the evaluation exercise.

The JP evaluations will be conducted in accordance with norms and standards from the United Nations evaluation Group (UNEG). The evaluation will examine the relevance of the JP strategy and results, the effectiveness and efficiency of implementation by PUNOs and other JP partners, the sustainability of results and their contribution to CF outcome(s), country priorities, and related SDG targets. In addition, the joint evaluation is expected to gauge the extent to which the guiding principles, especially LNOB, human rights and GEWE considerations were incorporated in the design and implementation.

The JP evaluation will be commissioned by the JP CA, in coordination with participating agencies. The ToR is prepared by the JP team, serving as the management group. The JP mid-term and final programme evaluations will be conducted by an independent evaluator. A management response is prepared by the JP team and endorsed by the JP CA.

Reporting: The UNSDG annual Standard Progress Report format will be adapted for JP reporting purposes, reflecting the donor requirements. The draft annual report will be reviewed by the Programme Steering Committee in the framework of the annual progress review process to incorporate feedback and guidance. Each PUNO will provide the AA with the statements and reports prepared in accordance with the accounting and reporting procedures applicable to the PUNO concerned. The PUNO will endeavour to harmonize their reporting formats to the extent possible. Relevant reporting timelines are referenced above under the responsibilities of the Administrative Agent.

The JP team produces one consolidated, results-based annual report that includes programmatic and financial elements. The standard report template is applicable to all JPs. It is harmonized with the reporting template for the CF. Relevant parts of the CF annual results report may be used, unless otherwise required by the donor or pooled fund mechanism. JP reporting is about telling a compelling performance story about the JP that it is being implemented as planned and funds are being utilized for the purposes intended. Reports draws on data and analysis collected through monitoring and communicates updated performance information about results, learning, operational performance, and assumptions and risks. Reports are prepared by the JP team and reviewed and endorsed by the JP SC and shared with relevant stakeholders. Other specific roles and responsibilities, including reporting deadlines, depend upon the choice of FMM.

Additionally, annual reviews of the JP implementation will be conducted at the annual sessions of the Annual Review Meeting with the donor, during which interim progress reports, including a financial overview, will be presented. Prior to each annual review, the Programme will submit an interim progress report along with a financial overview to the donor, not later than 31st October each year.

Moreover, during the first year of implementation, an Inception Report will be submitted three months after the commencement of the Programme. This report will include:

i. Narrative Report on activities undertaken and any changes that may require a different approach (in agreement with the donor); the report will also provide evidence from recently conducted relevant evaluations as per the envisioned activity,

ii. Updated Work Plan and Budget aligned with donor's requirements,
iii. Updated Risk Matrix,
iv. Further developed indicators
v. Full list of Staff engaged on Programme.

There is one final review of the JP, prior to closure. This is an important opportunity to gather JP partners and stakeholders to: (1) Compare final results against the original plan and celebrate successes; (2) Validate the contribution of JP results to the CF outcome(s), country priorities and the SDGs; and (3) Review and guide the sustainability plan and exit strategy. The final review is prepared by the JP team and conducted by the JP SC that is accountable for its quality and results. The review follows the guidance and format for the joint annual performance review for the CF. JP Reports will be uploaded to UN-Info.

Communications: External communication about the JP are joint and harmonized, through the UN Communications Group or other communications coordination body. PUNOs, government, donors, IPs and non-UN partners are recognized in joint communications. It is encouraged to include the UN/UNCT system logo and the logos of each PUNO, non-UN partners, and of donors to ensure their individual visibility.

10. Forwarding of Funds

There will be instances where Programme implementation foresees that funds will be managed by partners from various levels of government, for example, to support institutions in integrating innovation and digitalization into policy implementation or to assist local governments in accelerating sustainable development priorities.

In these cases, the Programme will apply the HACT Framework, with partners acting as Responsible Parties - entities accountable for achieving agreed results. Under HACT, assurance is ensured through risk-based measures such as partner capacity assessments, spot checks, programmatic visits, and audits to verify that funds are used as intended and results delivered. More details can be found at: https://popp.undp.org/financial-resources-management/financial-management-and-implementation-modalities/harmonized.

The Programme will also engage with the non-governmental sector and, as needed, provide small grants to build capacities or deliver specific development solutions. This is done via UNDP's Low Value Grant Agreements, where assurance is maintained through upfront partner capacity checks, clear deliverables in grant agreements, and proportionate monitoring - such as financial spot checks and programmatic reviews - to ensure funds are used as intended and results achieved. For more details, visit: https://popp.undp.org/document/low-value-grants-undp-operational-guide.

In all the above cases, decisions on such engagements and any subsequent approval are subject of the Programme Steering Committee deliberation.

All other third-party engagement will follow the UNDP Procurement Rules and Regulations, available at https://popp.undp.org/procurement.

Overall, the program will adhere to the highest standards of transparency, accountability, and compliance with UNDP's rules and regulations. All implementing partners will be selected through a fair and competitive process, ensuring equity and non-discrimination, with clear evaluation criteria. Rigorous due diligence will be carried out to assess the financial and operational capacity of grantees, ensuring they meet the necessary requirements for effective implementation. The process will prioritize transparency by keeping stakeholders informed about decisions, criteria, and the rationale behind fund awards. Additionally, where required, the endorsement of the Programme Board will be sought for final approval, ensuring governance and alignment with programme objectives.

11. Annexes

Results and Resources Frameworks, Theory of Change for the Accelerating Agenda 2030 through Governance and Sustainable Growth.

ANNEX 1: RESULTS AND RESOURCES FRAMEWORK (UNDP STANDARDS)

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework 2026-2030: By 2030 people contribute to and benefit from more effective and accountable institutions, fostering gender equality, youth empowerment, peace, and social cohesion.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets :

Indicator 3.1 Worldwide Governance indicators

a: Voice and accountability

b: Political stability and absence of violence/terrorism

c: Government effectiveness

d: Regulatory quality

e: Rule of Law

f: Control of corruption

Baseline (2023):

a: 38.24

b: 31.28

c: 15.57

d: 46.70

e: 39.62

f: 30.66

Target (2030):

a: 65.0

b: 63.0

c: 58.0

d: 70.0

e: 53.0

f: 55.0

Applicable Output(s) from the UNDP Strategic Plan 2026-2029: C.3 Planning and fiscal systems, and public and private investment frameworks strengthened to improve accountability, transparency, effectiveness of public policies, and women's economic empowerment.

Programme title and Award/Output Number: Accelerating Agenda 2030 through Governance and Sustainable Growth (Award ID: [To be assigned])

Programme Duration: 48 months (January 2026 – December 2029)

EXPECTED OUTCOME/ OUTPUT	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET					DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Final (2029)	
Overall objective To contribute to the accelerated achievement of Sustainable Development Goals (SDGs) in Bosnia and Herzegovina	The SDG index for Bosnia and Herzegovina	The Annual Sustainable Development Report for Bosnia and Herzegovina	74.00/100.	2024	75.00/100	80.00/100	85.00/100	87.00/100	87.00/100	
Outcome 1: Authorities at all levels adopt sustainable development approaches to policy design, financing, and implementation, powered by data, innovative solutions, and collaboration with businesses, academia, and financial institutions.	# of governments that adopt and implement SDG-aligned strategies or policies developed through inclusive consultation processes.	Official government documents SDG Council progress reports	3	2025	0	2	2	0	4 (in total 7)	**Methods:** Desk review of official documents; SDG Council progress reports. **Risks:** Political instability; shifting government priorities.
	# of gender sensitive policies, strategies and laws adopted by higher governments to integrate: a) innovative measures for better service delivery, sustainable resource management, socio-economic opportunities and/or community resilience b) mechanisms to ensure public participation and oversight in fiscal planning and fiscal systems for sustainable development	Official government documents SDG Council progress reports	a) 0 b) 0	2025	a) 4 b) 2	a) 7 b) 2	a) 5 b) 1	a) 2 b) 0	a) 18 b) 5	**Methods:** Desk review of official documents; SDG Council progress reports. **Risks:** Political instability; shifting government priorities.
Output 1.1: Coherent, inclusive, and gender-responsive policy design and implementation	1.1.1 # of key SDG practitioner networks (supporting partnership facilitation, monitoring, reporting)	Official government documents and strategies; SDG	0	2025	0	1	1	1	3	**Methods:** Partnership agreements, and participant lists; Final VNR report, confirmation of presentation at HLPF;

EXPECTED OUTCOME/ OUTPUT	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET					DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Final (2029)	
system in place at all levels of governance.	operational through the SDG Council.	Council progress reports.								Published annual SDG progress reports. **Risks:** Lack of readiness of governments to support SDG Council work.
	1.1.2 # of institutions (entity, cantonal) with advanced SDG integration through aligned strategic plans and/or pilot programme-based budgeting (PBB).	Government reports; Action Plans; monitoring reports.	0	2025	0	3	1	1	5	**Methods:** Official government strategies, alignment assessment reports; Official budget documents, pilot project reports. **Risks:** Limited fiscal space for financing development; Lack of disaggregated, and reliable SDG data may hamper evidence-based planning and budgeting; Politic instability may hamper vertical and horizontal government coordination.
	1.1.3 # of relevant government institutions that integrate innovation and digitalization in policy implementation by supporting private sector through targeted grant scheme.	Government reports; Action Plans; monitoring reports.	0	2025	0	0	1	2	2	**Methods:** Official grant scheme document signed by MoU or government decision; Grant agreements, project completion reports, and beneficiary lists. **Risks:** Limited support by the government to support dedicated grant schemes tailored to innovation and digital transformation.
	1.1.4.a # of Action Plans for the implementation of the Social Protection Strategies developed at the entity and selected cantonal and local levels (UNICEF).	UNICEF programme reports; government records; TA documentation	2	2025	2	2			4 (in total 6)	**Methods:** : Desk review, progress reports, meeting minutes, monitoring visits. **Risks:** Political delays, institutional turnover, legislative processes, limited data availability.

EXPECTED OUTCOME/ OUTPUT	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET					DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Final (2029)	
	1.1.4.b # of cantonal education authorities with functional monitoring mechanisms established and operational for ECEC Action Plan implementation (UNICEF).	UNICEF programme reports; education authority documentation	0	2025	2				2	**Methods**: Reports, validation with cantonal MoEs, field monitoring **Risks:** Capacity gaps, policy delays, staff turnover at cantonal level.
	1.1.5. # of high-level, multi-stakeholder platforms (SDG Week, public-private dialogues) institutionalized to advocate for and accelerate SDG action.	Agendas, Media reports; Working group records;	10	2025	1	1	1	0	3	**Methods:** Meeting minutes, dialogue session reports, partnership agreements. **Risks:** Limited interest of public or private actors for SDGs institutionalized actions.
Output 1.2: Enhanced frameworks for the acceleration of SDG investments institutionalized.	1.2.1 # of upper governments that established institutional operational frameworks and mechanisms for systemic SDG investment portfolio development and management.	Governments project procedures, pipeline, CBAs and records; Governments ministries plan, reports and official decisions.	0	2025	1	1	1		3	**Methods:** Training agenda, participants list; Public Investment Programme (PIP); Bankable project documents, Government plans and decisions, Draft legal and/or technical documents. **Risks:** Partners lack of ownership and readiness; limited fiscal capacity for SDG investments.
	1.2.2 # of innovative financing models for ECEC and social protection services designed and piloted in collaboration with relevant partners (UNICEF).	UNICEF records; PPP/financing documentation; government meeting notes	0	2025	2	2			4	**Methods:** Document review, monitoring reports, partner inputs. **Risks:** Private sector interest fluctuations; fiscal constraints; administrative procedures.
	1.2.3 # of public finance management policies towards formal adoption and	Official institutional documents;	0	2025		(a) 2 (b) 1	(a) 1 (b) 2		(a) 3 (b) 3	**Methods:** Desk review of official documents. **Risks:** Limited capacities at upper governments level;

EXPECTED OUTCOME/ OUTPUT	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET					DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Final (2029)	
	implementation at higher government levels advanced by: a) asset management policies amended b) sustainable procurement policies drafted.	Working group records;								political fragmentation. Delays in legislative or endorsement processes due to political constraints.
Outcome 2: Local governments, businesses, and communities create and implement solutions for shared challenges, with the private sector contributing to inclusive growth and sustainable development.	# of local governments (LGs) and cantons adapting gender sensitive local development policies and budgets, integrating SDG priorities.	Municipal development plans; local government reports.	8 LGs, 10 Cantons	2025	0 LGs, 0 Cantons	3 LGs, 3 Cantons	14 LGs, 0 Cantons		17 LGs, 3 Cantons (in total 25 LGs, 10 Cantons)	**Methods:** Desk review of municipal strategies and budgets. **Risks:** Limited capacity at local level; political fragmentation; Delay with the FBIH strategy update will cause overall delay.
	# of SMEs (including women' led) that strengthen their competitiveness by adopting: a) green finance incentive schemes for resource efficiency b) sustainability information into their reporting cycle c) women-led SMEs with green business and finance schemes d) digital solutions and cutting-edge technologies.	Project documentation; beneficiaries records; event documentation	(a) 1 (b) 15 (W:5) (c) 25 (d) 100 (W:30)	2025	(a) 0 (b) 25 (W:10) (c) 10 (d) 10 (W: 3)	(a) 1 (b) 35 (W:10 (c) 20 (d) 10 (W: 3	(a) 1 (b) 25(W:5) (c) 20 (d) 10 (W:9)		(a) 2 (b) 85 (W:25) (c) 50 (d) 30 (W:15)	**Methods:** Desk review of project reports, beneficiary records and event documentation **Risks:** Limited private sector engagement; Insufficient SME interest in providing financial support for the new approaches
Output 2.1: A sustainable, inclusive, and accountable local government system in place that strengthens people-centered and collaborative	**2.1.1** # of local governments and cantons demonstrating improved systemic capacity for SDG localization ((inclusive planning, budgeting, participation) by advanced:	Local government reports Citizen perception surveys	8 LGs, 10 Cantons	2025	0	(a) 3 (b) 2	(a) 4 (b) 2	(a) 3 (b) 2	(a) 10 (b) 6	**Methods:** Approved development strategy documents; Official budget showing programmes; Signed letters of adoption from local councils; Official decisions or by-laws; Hub activity reports and

EXPECTED OUTCOME/ OUTPUT	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET					DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Final (2029)	
governance, ensuring responsive and equitable service delivery.	a) Cantonal (3) and local (7) development strategies b) Local participation legal frameworks.									participation lists (disaggregated by age/gender). **Risks:** Potential delay with FBIH strategy will cause delay with cantonal and local strategies in FBiH. Legal obstacles. Cantons can start with their strategies preparation after FBIH, and LGs after cantons.
	2.1.2 # of local governments and/or cantons implementing improved PFM practices by advanced: (a) grants management in cantons (b) grants management in LGs (c) assets management in LGs	Local government and cantonal reports; working group records	(a) 0 (b) 0 (c) 0	2025	(a) 0 (b) 0 (c) 0	(a) 2 (b) 1 (c) 5	(a) 1 (b) 1 (c) 5	(a) 0 (b) 1 (c) 0	(a) 3 (b) 3 (c) 10	**Methods**: Desk review of official documents. **Risks:** Limited capacity at cantonal and local level; Lack of technical capacities, slow endorsement of new practices.
	2.1.3 # of sustainable urban development interventions technically prepared and initiated.	Site visit reports and monitoring checklists	0	2025		1	2	0	3	**Methods:** Approved urban transformation strategy or plan; Minutes from participatory workshops; Finalized and validated Feasibility Studies, Detailed Designs, or Technical Specifications. **Risks:** Limited capacity at local level for new urban approaches; Lack of fiscal capacities; Slow decision-making process for the new practices.
	2.1.4. Number of LGs with social services established and sustained through local budgets and/or innovative financing models (UNICEF).	UNICEF programme records; municipal plans; financing documentation	8 (SDG2BiH)	2025		5	5		10 (in total 18)	**Methods**: LG reports, field missions, cross-municipal learning platforms. **Risks:** Municipal budget constraints; political

EXPECTED OUTCOME/ OUTPUT	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET					DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Final (2029)	
										changes; uneven absorption capacity.
Output 2.2: Regulatory, institutional, and innovation support mechanisms established to enhance private sector competitiveness, sustainability, and market access.	2.2.1 # of SMEs (including women-led) that strengthen their competitiveness and improve market access by adopting: a) internationally recognized sustainability standards, such as ESG and Global Compact, to enhance trade competitiveness and compliance within EU frameworks. b) digital infrastructure and e-commerce tools and methods.	Platform reports; Project documentation	a) 15 b) 0	2025	a) 15 b) 0	a) 20 b) 2	a) 30 b) 3		a) 65 b) 5 (In total (a) 80 (b) 5))	**Methods:** Platform reports; Project documentation. **Risks:** Stakeholder interest is not sustained; coordination remains not sufficiently inclusive.
	2.2.2 # of innovative ventures and start-ups supported through innovation hubs, R&D investments, and strategic partnerships in sustainability-focused sectors.	Project documentation; beneficiaries records; event documentation.	0	2025	0	5	5		10	**Methods:** Document review, stakeholder feedback, reports. **Risks:** Limited private sector engagement; Insufficient government interest in providing financial support.
	2.2.3.a # of responsible, circular, inclusive, and human-centric business models supported through partnerships and local initiatives (NNF initiative as a model) (IOM).	Project reports; beneficiaries records	0	**2025**	1	1	**1**		3	**Methods:** Document review, stakeholder interviews, field visits, beneficiary feedback. **Risks:** Limited private sector engagement; low awareness or uptake of sustainable practices; operational challenges in TRCs; market sales uncertainties

EXPECTED OUTCOME/ OUTPUT	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET					DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Final (2029)	
	2.2.3.b # of multi-stakeholder platforms or mechanisms established to promote sustainable and inclusive business practices (e.g., pop-up shops, online platforms, collection production, community events, partnerships) (IOM).	Project reports; event documentation; MoUs; platform analytics	2	2025	3	4	5		12	**Methods:** Document review, attendance records, platform usage data, stakeholder feedback **Risks:** Fragmented coordination among stakeholders; low participation from target groups
	2.2.4 # of innovative strategic business models to enhance partnerships and access to finance to support institutional capacities for responsible business conduct (RBC).	Business model reports	0	2025	1	1	1	0	3	**Methods:** : Beneficiaries reports and feedback review. **Risks:** Busy schedules of enterprises limit participation; high staff turnover.
	2.2.5 # of private sector actors (SME/banks, others) that conduct responsible business and demonstrate sustainability practice improved through: a) SDG Business Pioneers Award b) peer-learning/capacity-building initiatives.	Peer-learning /capacity building agenda, participant lists and related training and capacity building material.	0	2025	(a) 80 (b) 2	(a) 80 (b) 2	(a) 80 (b) 2	(a) 80 (b) 2	(a) 320 (b) 8	**Methods:** Number of applications to SDG Business Pioneer Awards; Number of private sector actors reporting to UNGC; Meeting reports. **Risks:** Limited private sector engagement; Insufficient interest in providing data for annual reporting;
	2.2.6. # of enterprises conducting responsible business and enhancing productivity through applied results of participation in sectoral studies, capacity-building workshops, and application of human rights due diligence aligned with ILO standards (ILO).	Project reports; events agenda and participant lists; sectoral studies, ILO standards and analytics	0	2025	25	25			50	**Methods:** Document review, stakeholder interviews, field visits, beneficiary feedback **Risks:** Limited private sector interes for engagement

ANNEX 2: SDG PROGRAMME RISK REGISTER AND RISK ANALYSIS

Programme Title: Accelerating Agenda 2030 through Governance and Sustainable Growth	Date: 2026 – 2029

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk that the Programme's procurement and logistics in Bosnia and Herzegovina will be affected by global supply chains disruptions caused by global crisis, such as geopolitical conflicts or economic recession.	• Escalating geopolitical tensions or global economic recession can cause reduced production capacities and financial instability among suppliers, impacting their ability to deliver products and materials to Bosnia and Herzegovina.	Disruptions in the supply chain can result in higher costs for imported materials and goods import in Bosnia and Herzegovina affecting the financial performance of the Programme. Delays in the delivery of essential supplies or equipment can halt or slow down Programme implementation in Bosnia and Herzegovina, causing missed deadlines and extended timelines. Supply chain issues may lead to reduced quality of critical goods, impacting the reliability and implementation of the Programme interventions.	**4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-26 To: 31-Dec-29	Programme Manager (Emir Adžović)	**Risk Treatment 1.1:** The Programme will Implement proactive and flexible procurement planning that includes forecasting potential disruptions and identifying alternative suppliers or sourcing options within Bosnia and Herzegovina. The Programme will ensure that critical materials and resources are secured in advance, reducing dependency on global supply chains and minimizing the risk of delays or shortages during global crises. By integrating risk assessments into procurement planning, the Programme will maintain effective operations even amid external disruptions. UNDP will, in collaboration with Programme stakeholders rely on local suppliers and service providers within Bosnia and Herzegovina wherever feasible. **Risk Treatment Owner: UNDP Procurement Unit**

2	There is a risk that absorption and operational capacities of the Programme beneficiaries, private sector, institutional partners and/or academia are insufficient to effectively implement the system changes introduced by the Programme.	Programme beneficiaries and partners may lack financial, human, or technical resources to adapt to and manage the system changes effectively. Inadequate training of the Programme beneficiaries and partners may result in lack of understanding or capability to implement innovations or new processes introduced by the Programme. Resistance to change within beneficiary organizations or institutional partners can hinder the adoption and integration of new approaches. Existing infrastructure or systems may be outdated or incompatible with the changes, creating implementation challenges for the Programme implementation.	Insufficient absorption and operational capacities of the Programme beneficiaries and partners may cause significant delays in Programme implementation, affecting the overall timeline and performance of the Programme. Additional resources or support may be required to address the gaps in capacity of the Programme beneficiaries and partners, leading to increased costs and potential Programme budget overruns.	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-26 To: 31-Dec-29	Programme Manager (Emir Adžović)	**Risk Treatment 2.1:** To mitigate the risk of inadequate absorption and operational capacities of the Programme beneficiaries and institutional partners, the Programme will provide targeted training and support to enhance their skills and resources. The Programme will assess and address any gaps in infrastructure and resources of its beneficiaries and implement a structured change management plan to manage resistance and facilitate smooth transitions. The Programme will introduce system changes incrementally to allow gradual adaptation of its beneficiaries and partners, offering ongoing technical assistance to address challenges. All partnerships established within the Programme will be assessed against their potential to deliver the agreed commitments and reviewed regularly to ensure their commitments are on track. **Risk Treatment Owner: Programme Management**
3	There is a risk that inadequate	Complexity and diversity of stakeholders	Inadequate management of the Programme	**7. STRATEGIC (7.3. Stakeholder relations and**	Likelihood: 1 - Not likely	From: 01-Jan-26	Programme Manager (Emir Adžović)	**Risk Treatment 3.1:** In line with its corporate <u>Managing Partnerships Policy</u>, UNDP will only

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
	management of partnerships among UNDP, government institutions, UN agencies, private sector, and CSOs in Programme implementation could lead to deviation from the core Programme objectives and intents, including reduced effectiveness, loss of programmatic focus, duplication of efforts, and potential reputational Issues.	involved in Programme implementation, inadequate coordination mechanisms, lack of guidance and regulation, unclear roles and responsibilities, or lack of regular communication could lead to misalignment of the Programme implementing partners with core Programme objectives and the associated risks.	partnerships could result in missed deadlines, poorly coordinated pillars and ineffective use of resources, leading to delays and failure of key interventions within the Programme.	**partnerships) - UNDP Risk Appetite: OPEN TO SEEKING**	Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of MINIMAL)	To: 31-Dec-29		commit to partnerships where it has the capacity to deliver on and be accountable for its obligations. UNDP will identify and utilize the available partnership and financial/non-financial instruments and modalities appropriate for engagement of implementing partners. All formal partnership instruments for the Programme implementation will be established in compliance with the UNDP regulations, rules, policies and procedures. Programme implementing partners shall agree to respect the values and policies central to UNDP's mandate, and maximize the effective use of resources, including through careful assessment of risks, responsibilities, competencies and benefits. They may provide opportunities for innovation and achievements that might not be feasible by either UNDP or its partner working alone. All partnerships established within the Programme will be assessed against their potential to deliver the agreed commitments and reviewed regularly to ensure their commitments are on track. **Risk Treatment Owner: Programme Management**

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
4	There is a risk that a prolonged political crisis in Bosnia and Herzegovina could result in the dysfunction or inaccessibility of relevant government counterparts, impeding the programme's operations and hindering progress.	A prolonged political crisis in Bosnia and Herzegovina could result from entrenched disagreements among political blocs, lack of consensus on key governance issues, stalled legislative processes, decision-making processes and inability to implement or oversee government functions. Election results can also lead to a protracted period of political instability. Delays in forming a new government may create gridlock among political factions.	Inability to coordinate with key government institutions, such as ministries responsible for programme approvals, regulatory clearances, and funding disbursement, could lead to significant delays in Programme implementation.	**8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jan-26 To: 31-Dec-29	Programme Manager (Emir Adžović)	**Risk Treatment 4.1:** The Programme will set a flexible implementation framework that will allow for continues learning and adjustments in implementation strategy to suit complex system changes. The Programme will establish transparent communication and learning protocols with stakeholders, including donors, investors, and local communities, regarding the impact of political instability and mitigation efforts. The Programme will review and include political force majeure clauses in contracts and agreements to account for potential government paralysis. **Risk Treatment Owner: Programme Management**
5	There is a risk that fluctuation of the US$ exchange rate against the EUR, to which the	The US$ exchange rate fluctuates due to factors such as shifts in global economic conditions, changes in U.S. monetary policy, geopolitical	This uncertainty could lead to inaccuracies in cost forecasting, making it challenging for programme management to maintain budget integrity and	**2. FINANCIAL (2.4. Fluctuation in credit rate, market, currency) - UNDP Risk Appetite:**	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate	From: 01-Jan-26 To: 31-Dec-29	Programme Manager (Emir Adžović)	**Risk Treatment 5.1:** If the core funding for the Programme is secured for the first two years, the immediate impact of exchange rate fluctuations is significantly mitigated. The Programme will establish a regular monitoring system for exchange rate

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
	local currency is pegged, will influence Programme budgeting and implementation.	tensions or variations in international trade balances.	effectively allocate resources throughout the Programme implementation.	**MINIMAL TO CAUTIOUS**	Risk level: LOW (equates to a risk appetite of CAUTIOUS)			trends and conduct scenario analysis to anticipate potential risks and adjust the financial plans proactively. **Risk Treatment Owner:** **Programme Management**
6	There is risk that delays or reductions in government co-financing arrangements could create budget shortfalls, forcing a revision of Programme scope and timelines.	Bureaucratic inefficiencies or lengthy approval processes within government institutions could delay the disbursement of the government committed funding. New Procurement Law. Political changes or instability may result in shifting priorities, affecting the government's ability to fulfill financial commitments.	As a result, the Programme may need to downscale or re-prioritize activities, leading to a reduction in planned interventions and outcomes. Programme timelines may need to be extended, delaying the achievement of key milestones and targets.	**2. FINANCIAL (2.6. Budget availability and cash flow) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jan-26 To: 31-Dec-29	Programme Manager (Emir Adžović)	**Risk Treatment 6.1:** The Programme will maintain regular communication with government counterparts to ensure transparency and timely updates on co-financing commitments, and advocate for prioritization of the Programme in governments' budgeting processes. The Programme will continuously monitor the status of government co-financing and assess potential risks, enabling proactive adjustments to the Programme budget if necessary. **Risk Treatment Owner:** **Programme Management**

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
7	Risk of prohibited practices such as fraud, corruption, money laundering and terrorist financing	Insufficient oversight, weak internal controls, and inadequate due diligence can make it difficult to detect or prevent corrupt and other prohibited practices. Operating in complex or poorly regulated environments, combined with high-pressure situations, increases the risk of unethical behavior and collaboration with entities involved in corruption.	Prohibited practices could disrupt ongoing Programme implementation, leading to delays, cancellations, or the withdrawal of funding. Association with fraudulent or corrupt activities or partners could severely damage the reputation of UNDP and the Programme implementing partners, leading to a loss of trust from donors, partners, and the public.	**2. FINANCIAL (2.3. Corruption and fraud) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS**	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of MINIMAL)	From: 01-Jan-26 To: 31-Dec-29	Programme Manager (Emir Adžović))	**Risk Treatment 7.1:** UNDP will apply a zero-tolerance policy in relation to fraud, corruption, money laundering and any other prohibited practice. The guiding principles of UNDP's commitment to prevent, identify and address all acts of fraud and corruption have been laid out in the UNDP Policy Against Fraud and Corrupt Practices (the "FCP Policy"), which applies to all activities and operations of UNDP, including projects, portfolios and programmes. The fundamental principles of UNDP's FCP Policy are integrated in UNDP's policy frameworks in relation to procurement, financial management, internal control and accountability and staff rules and regulations and will be rigorously applied in implementation of this Programme. UNDP's partnership capacity assessment (PCAT) requires UNDP to carry out a thorough due diligence of the risks in relation to the partners that the programme/portfolio/project intends to engage with. Such capacity assessments include an assessment of any history of fraud, corruption or other fraudulent practices and/or potential conflicts of interest. Based on this capacity assessment, UNDP builds an internal control component into the design of the programme and ensures that the financial management of the programme contains adequate

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
								safeguards to prevent, monitor and address any risks and acts of fraud, corruption or AML/CFT that may be identified. UNDP will systematically screen all entities considered to be contracted by or partner with UNDP against the Consolidated UN Security Council Sanctions List (https://www.un.org/securitycouncil/content/un-sc-consolidated-list). **Risk Treatment Owner:** **Programme Management**
10	Country-level priorities shift in the short term and constituents no longer prioritize resilient, responsible and sustainable workplaces. As a result, partners' support for scaling-up and	Changes in political leadership, economic pressures, or emerging crises shift national priorities away from decent work and sustainability goals.	Loss of partner interest and reduced support for project scale-up or expansion; hindered long-term impact and sustainability of results.		Impact: High Likelihood: Medium Risk Level: High	From: 01-Jan-26 To: 31-Dec-29		Capacity building is implemented throughout the programme's whole duration to improve continuously awareness of the importance developing resilient and sustainable supply chains contributing to the realization of decent work and inclusive growth The programme will be developed, implemented and monitored jointly with constituents and national partners to ensure their needs and priorities are reflected in the programme

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
	expansion is lacking.							
11	The economic and political environment deteriorates affecting enterprise/company growth, economic diversification, and increased demand for improved working conditions.	Political instability Economic downturn Conflict or geopolitical tensions Policy reversals or delays in reforms	Slowed private sector growth and investment. Limited enterprise participation in RBC Reduced capacity or willingness of businesses to invest in responsible practices. Lower job creation and deterioration in working conditions. Difficulty achieving project outcomes.		Impact: High Likelihood: Medium Risk Level: High	From: 01-Jan-26 To: 31-Dec-29		The event that the situation changes, the programme, in close consultation with national constituents w ll periodically review progress and recommend modifications to the components' work plans and deliverables. Closely monitor the political and economic developments, and build strategic partnerships
12	Underlying crisis undermines social dialogue among government, employers, and workers' organizations	Political or economic crisis shifts focus away from dialogue. Loss of trust among tripartite constituents Government changes or instability Social unrest or polarization	Weak or no tripartite collaboration Delays or failure to adopt policies promoting decent work, responsible business practices, or just transition. Reduced ownership and sustainability of project outcomes Lower credibility and effectiveness of project activities		Impact: High Likelihood: Medium Risk Level: High	From: 01-Jan-26 To: 31-Dec-29		Strengthen communication and trust-building activities among constituents. Facilitate informal dialogue platforms to maintain engagement. Adjust the sequencing of activities based on the political context. The event that the situation changes, the programme, in close consultation with national constituents will periodically review progress and recommend modifications to the components' work plans and deliverables.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
		Institutional or capacity constraints in social partners						
13	Constituents and partners do not have the requisite capacity to contribute to the implementation of the programme's activities.	Limited human or technical resources within constituent organizations Competing priorities or overstretched staff Limited understanding of programme subject matter High staff turnover Weak institutional coordination mechanisms	Delays or low-quality implementation of activities Reduced effectiveness and sustainability of outcomes Limited ownership and engagement from national stakeholders Challenges in achieving scale or impact		Impact: High Likelihood: Medium Risk Level: High	From: 01-Jan-26 To: 31-Dec-29		The programme will use a multipronged approach in managing member's capacity by conducting needs assessment and tailoring capacity-building activities; giving training and awareness on roles and responsibilities; capacity building covering concepts, governance, and operations to stakeholders relevant to the work. This will contribute to improving their understanding and capacity, and to maximizing their participation in the implementation of the programme.
14	Enterprises do not have time to participate in training activities	Busy operational schedules or peak business periods Limited staff available to attend due to small team size. Perceived low relevance or benefit of the training. Logistical barriers (e.g., location,	Low participation rates in training activities Missed opportunity to build awareness and capacity on key topics. Reduced impact and effectiveness of the programme Difficulty demonstrating value or scalability of the initiative		Impact: High Likelihood: Medium Risk Level: High	From: 01-Jan-26 To: 31-Dec-29		The programme will consult with key participants to ensure that trainings are organized at suitable times to ensure the highest level of attendance.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
		timing, delivery mode)						
15	The programme budget is adversely affected by any foreign currency fluctuations.	The foreign exchange loss in the implementation process has been a challenge in the past projects. Exchange rates can enter medium-term trends that make their fluctuations predictable, or they can experience sharp changes.			Impact: High Likelihood: Medium Risk Level: High	From: 01-Jan-26 To: 31-Dec-29		The programme will monitor the financial performance, delivery rates and potential availability of unspent funds and will seek approval to redistribute the funds across country components depending on needs, relieving pressure from most affected countries by mobilizing support from countries with some more financial space
16	There is a risk that partners fail to ensure financial sources for co-financing piloted social services.	Limited fiscal space at the local level, competing budget priorities, and weak inter-sectoral coordination may hinder the mobilization of domestic or external resources for co-financing key interventions in early childhood education and social protection. Political turmoil which might cause	Inability to implement or scale up prioritized interventions may result in fragmented or unsustainable service delivery. Reliance on external funding without domestic co-investment may weaken local ownership and reduce the likelihood of long-term institutionalization of innovations.	**3. PROGRAMMATIC (3.3. Sustainable Results and Ownership) – UNDP Risk Appetite: MODERATE**	Likelihood: 3 – Moderately likely Impact: 4 – Major Risk Level: HIGH (above appetite)	From: 01-Jan-26 To: 31-Dec-29	UNICEF	Treatment 1: Provide targeted technical assistance to local governments to align interventions with existing budget cycles and frameworks (e.g., MTEFs, social protection strategies, education sector action plans). Treatment 2: Facilitate joint action planning and inter-sectoral coordination to prioritize investments with the highest return for children and vulnerable groups. Treatment 3: Advocate for the institutionalization of cost-sharing mechanisms and engage donors, private sector, and development banks for blended financing approaches.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
		the change in governance and a shift of agreed priorities.						Treatment Owner: UNICEF (and UNDP?) in coordination with relevant Ministries and municipal authorities
17	There is a risk that efforts to implement Public-Private Partnerships will not result in tangible investments or operational models	Limited institutional experience with PPPs in the social sectors, unclear legal procedures for PPP establishment at the local level, and private sector skepticism might result in limited operationalization of PPP models.	Delayed or failed PPP pilots may reduce the credibility of the initiative and limit future opportunities engaging with the private sector. Potential underutilization of alternative financing options may result in missed chances to expand access to early childhood education and prioritized social services.	**7. STRATEGIC (7.8. Innovating, piloting, experimenting) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-26 To: 31-Dec-29	UNICEF	Treatment 1: Conduct early PPP readiness scan and develop a phased roadmap for PPP operationalization tailored to the social sectors. Treatment 2: Convene structured public-private dialogues through different platforms to generate buy-in and showcase early models. **Treatment Owner**: UNICEF in collaboration with PUNOs, relevant Ministries and Municipalities
18	Action plans for the implementation of the Social Protection Strategies and ECEC Education Sector Action Plans remain disconnected from budget processes	Strategy development processes are not synchronized with fiscal planning cycles or sector investment planning	Action plans remain aspirational, weakening implementation credibility and delaying results for vulnerable populations and SP system	**4. INSTITUTIONAL (4.2. Public Sector Coordination) – UNICEF Risk Appetite: MODERATE**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite	From: 01-Jan-26 To: 31-Dec-29	UNICEF	Treatment 1: Align action plan milestones with MOF and relevant budget ceilings. Treatment 2: Facilitate inter-sectoral coordination through SP and education working groups tied to financing and planning departments – with MoF. Treatment Owner: UNICEF in collaboration with PUNOs, MoSPs, MoEs, with entity/cantonal MoFs.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner *(individual team accountable for managing the risk)*	Risk Treatment and Treatment Owner
					of EXPLORATORY)			
19	Standardization and costing process of selected social services faces delays or lacks endorsement	Divergence in cantonal interests, lack of technical consensus, and limited use of costing tools	Delay in implementation of harmonized service delivery across FBiH, perpetuating regional inequities and inefficiencies	**6. GOVERNANCE (6.2. Subnational Alignment and Buy-in) – UNICEF Risk Appetite: MODERATE**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-26 To: 31-Dec-29	UNICEF	Treatment 1: Facilitate a participatory standard-setting process with cantonal Ministries and relevant stakeholders. Treatment 2: Provide technical capacity building and peer review support for costing models. Treatment Owner: UNICEF, FMoLSP in collaboration with cantonal MoSPs and relevant service provider stakeholders

Annex 3. Social and Environmental Screening

Project Information	
1. Project Title	Accelerating Agenda 2030 through Governance and Sustainable Growth
2. Project Number (i.e., Atlas project ID, PIMS+)	
3. Location (Global/Region/Country)	Bosnia and Herzegovina
4. Project stage (Design or Implementation)	Design
5. Date	Start: January 2026, End: December 2029

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The Programme will seek to enhance social inclusion in all stages of the implementation, thus contributing to the creation of equal opportunities when it comes to implementation of SDGs and contribution to the overall quality of life for citizens, including application of human rights. SDGs are very broadly planned and Leaving No One Behind is the one of the main principles. In addition, the Programme implement one specific "Leave No One Behind" activity, designing and deploying a grant scheme to support local initiatives stemming from local development strategies. Among other, social protection service providers at the local level will be supported with technical assistance to design, plan, budget, and implement pilot projects contributing to social inclusion and reducing vulnerabilities of children and families while simultaneously strengthening service providers' capacities to improve access to quality and needs-oriented social protection services. Out of Expected number of beneficiaries, 50% will be women.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The Programme recognizes that long-term, sustainable development will only be possible when women and men enjoy equal opportunity to rise to their potential, specifically focusing on empowering women by strengthening their entrepreneurship opportunities and skills as well as exploring new possibilities for service delivery through care economy. Moreover, the notion of gender equality has been considered in the process of Programme design, as well as mainstreamed within its activities. The monitoring framework is gender-sensitive and envisages sex-disaggregated data collection for all relevant indicators. The Programme will use gender-sensitive criteria to encourage local governments to address infrastructure projects which focus on addressing issues pertinent to women. As part of the overall financial management overhaul, the Programme will recommend to governments to internalize elements of gender sensitive budgeting across both planning and implementation processes. Gender equality will be considered in the preparation and delivery of capacity building and awareness-raising events throughout the Programme to ensure representation. UN Women will be consulted on specific activities related to enlarging the pool of opportunities for women in the society and ensuring equitable access to them will be implemented.
Briefly describe in the space below how the project mainstreams sustainability and resilience

The Programme will directly support the adoption of sustainable practices and reporting principles in the private sector and help them accelerate the transition towards circular economy. To that end, the Programme will seek to identify crucial inefficiencies in regulatory frameworks that prevent or delay application of sustainable economic models and support regulatory actions, towards alignment with the EU Acquis and the Green Agenda for the Western Balkans. These efforts will be informed by the Circular Economy Roadmap as well as the Circular Economy Systems Map, both currently under development.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The Programme strengthens accountability to stakeholders by establishing a strategic public asset management system and enhancing the capacity of local government staff to operate it effectively. This will improve transparency in the management of publicly owned assets, increase revenue generation, and enhance service delivery. UNDP in Bosnia and Herzegovina will assume full responsibility for overall project management, including the achievement of outputs and outcomes, efficient use of resources, and implementation monitoring. The programme governance structure will include a Programme Board, serving as the main steering and decision-making body. The Board will oversee project implementation, review and endorse annual work plans, and approve any major changes. The Programme Board will be composed of senior representatives of the seven UN participating agencies, BIH Council of Ministers, FBIH Government, RS Government, and a representative of Brčko District. Additionally, UNDP will inform key stakeholders about available compliance and grievance mechanisms, ensuring that individuals, communities, and other affected parties have access to appropriate channels for raising and resolving project-related concerns.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial, or High**
Risk Description ***(broken down by event, cause, impact)***	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial, or High***
Risk 1: Event: Partners fail to ensure financial sources for co-funding sustainable development priorities. Principle 1. Human Rights, 1. 5 Cause: Limited fiscal space or competing budgetary priorities at national or local levels. Delays in public budget approvals or reallocation of funds due to political or	I = 3 L = 3	**Moderate**	Fiscal constraints pose a moderate risk, but early engagement and SDG alignment	The Programme acknowledges reduced investments from higher government levels due to the COVID-19 crisis. However, SDG-aligned development strategies have been recently adopted, indicating potential funding avenues. To mitigate this risk, the Programme will proactively engage relevant authorities from the outset, secure early commitments, and advocate for timely fund transfers.

administrative changes. Lack of coordination between sectors or stakeholders to pool resources or align financing strategies. Impact: Delays or cancellation of planned activities, leading to incomplete or suboptimal project outcomes. Reduced scale, sustainability, and long-term impact of interventions, especially those requiring sustained investment.			help mitigate it.	
Risk 2: Event: There a potential risk that duty-bearers do not have the capacity to meet their obligations in the Programme. Principle 1. Human Rights, 1. 5 Cause: Fragmented governance structures, or weak inter-institutional coordination. Impact: Inability to achieve planned outcomes, particularly those relying on institutional leadership or sustained public sector engagement.	I = 2 L = 2	**Low**	Capacity limitations could hinder effective implementation and sustainability of results.	The Programme design includes integrated technical assistance and targeted capacity-building components. These are tailored to strengthen institutional and individual capacities of duty-bearers through training, knowledge transfer, and provision of practical tools.

	QUESTION 4: What is the overall project risk categorization?		
	Low Risk	X	The project is assessed as a low-risk category, particularly from human rights, climate change and health aspects viewpoint. Mitigation measures are well-integrated and proportionate, reducing the likelihood and impact of identified risks
	Moderate Risk	☐	
	Substantial Risk	☐	
	High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
Question only required for Moderate, Substantial, and High Risk projects				
Is assessment required? (check if "yes")	☐			***Status? (completed, planned)***
if yes, indicate overall type and status		☐	Targeted assessment(s)	
		☐	ESIA (Environmental and Social Impact Assessment)	
		☐	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes)	☐			
If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
		☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		☐	ESMF (Environmental and Social Management Framework)	

Based on identified risks, which Principles/Project-level Standards triggered?		**Comments (not required)**
Overarching Principle: Leave No One Behind		
Human Rights	X	Risks related to capacity, participation, and financing highlight the need to uphold non-discrimination, inclusive engagement, and accountability in line with SES Principle 1 on Human Rights.
Gender Equality and Women's Empowerment	X	The Programme is at a low risk of causing adverse impacts on gender equality, as it incorporates strong

			measures for inclusive participation, capacity building, and gender-responsive financing.
	Accountability	☐	N/A
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	N/A
	2. Climate Change and Disaster Risks	☐	N/A
	3. Community Health, Safety and Security	☐	N/A
	4. Cultural Heritage	☐	N/A
	5. Displacement and Resettlement	☐	N/A
	6. Indigenous Peoples	☐	N/A
	7. Labour and Working Conditions	☐	N/A
	8. Pollution Prevention and Resource Efficiency	☐	N/A

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

1.1.1 SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind		
Human Rights		**Answer (Yes/No)**
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	Yes
Would the project potentially involve or lead to:		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [5]	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	Yes
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No

[5] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

	For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No

1.12	handling or utilization of genetically modified organisms/living modified organisms?[6]	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[7]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)?	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No

[6] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[7] See the Convention on Biological Diversity and its Nagova Protocol on access and benefit sharing from use of genetic resources.

4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[8]	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No

[8] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No