



FINAL EVALUATION OF THE PROJECT 'EU  
GENDER EQUALITY FACILITY BOSNIA AND  
HERZEGOVINA' (GEF)

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March 2023

*Evaluation Report*

## Project Details:

Project title:	EU Gender Equality Facility (GEF) Bosnia and Herzegovina
Implementing organization:	UN Women Bosnia and Herzegovina
Country:	Bosnia and Herzegovina
EU Contribution Agreement:	2020/418-008
Project duration:	1 <sup>st</sup> October 2020 – 31 <sup>st</sup> March 2023
Funding:	Total cost of the Action: 550,00.00 EU contribution 500,00.00

## Project Evaluation

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Evaluation period:	September 15 <sup>th</sup> , 2022 – March 10 <sup>th</sup> , 2023
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# CONTENT

List of Tables .....	4
List of Figures .....	4
List of Acronyms.....	5
Evaluation summary .....	7
1. Introduction.....	13
1.1 Country context .....	13
1.2 Normative, institutional and policy framework .....	16
2. ‘EU Gender Equality Facility BiH’ – Project Description .....	19
2.1 Project objectives.....	19
2.1 Theory of Change.....	20
2.2 Stakeholder analysis .....	22
3. Evaluation purpose, objectives and scope .....	27
3.1 Purpose of the evaluation .....	27
3.2 Objectives of the evaluation.....	27
3.3 Scope of the evaluation.....	28
3.4 Organization of the evaluation.....	28
4. Evaluation design and approach .....	29
5. Evaluation methodology.....	31
5.1 Data collection .....	31
5.2 Evaluation criteria and key questions .....	32
5.3 Limitations and risks .....	35
5.4 Ethical considerations.....	35
6. Evaluation findings .....	37
6.1 Relevance .....	37
6.2 Coherence.....	41
6.3 Effectiveness .....	45
6.4 Efficiency .....	54
6.5 Impact.....	56
6.6 Sustainability .....	58
6.7 Human rights and gender equality.....	61
7. Lessons learned .....	61
8. Conclusions and recommendations .....	62

8.1	Conclusions.....	62
8.2	Recommendations.....	64
	Annex 1: Composition of EMG and ERG .....	67
	Annex 2: Key facts about Bosnia and Herzegovina.....	68
	Annex 3: List of documents.....	69
	Annex 4: List of interviewed stakeholders.....	71
	Annex 5: Effectiveness assessment at output level.....	72
	Annex 6: Evaluation Matrix.....	77
	Annex 7: Results Framework .....	83
	Annex 8: Data collection instruments.....	98
	Annex 9: ToR.....	109

## LIST OF TABLES

Table 1: Map of stakeholders.....	24
Table 2: Evaluation questions.....	32
Table 3: Scoring symbols .....	46
Table 4: Assessment of the achievement of project outcome.....	46
Table 5: Self-assessment of the project contribution to the different types of knowledge and skills .....	48
Table 7: Effectiveness at output level – Output 1.1 Capacities of Gender Institutional Mechanisms strengthened .....	72
Table 8: Effectiveness at output level – Output 1.2 Capacities of targeted institutions in BiH to include gender perspective improved.....	73
Table 9: Effectiveness at output level – Output 1.3 The implementation and monitoring of the selected areas of the Gender Action Plan is enhanced .....	74

## LIST OF FIGURES

Figure 1: Prevalence of different forms of violence against women in BiH.....	16
Figure 2: Reconstructed Theory of Change.....	21
Figure 3: The evaluation process.....	30
Figure 4: Building evidence for evaluation .....	32
Figure 5: Participation in various project activities, %, multiple answers.....	50
Figure 6: Enablers and challenges.....	52
Figure 7: Key fact for Bosnia and Herzegovina .....	68
Figure 8: Stakeholders that will be included in data collection.....	71

## LIST OF ACRONYMS

BD	Brcko District
BiH	Bosnia and Herzegovina
BPfA	Beijing Platform for Action
CEDAW	Convention for the Elimination of All Forms of Discrimination against Women
CSO	Civil Society Organization
DG	Directorate General
EC	European Commission
ECARO	Europe and Central Asia Regional Office (UN Women)
EIGE	European Institute for Gender Equality
EMG	Evaluation Management Group
ERG	Evaluation Reference Group
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FBS	Federal Bureau of Statistics
FGD	Focus Group Discussion
GBV	Gender based violence
GDP	Gross Domestic Product
GE	Gender Equality
GEF	Gender Equality Facility
GEWE	Gender Equality and Women's Empowerment
GERAAS	Global Evaluation Report Assessment and Analysis System
GM	Gender Mainstreaming
GRB	Gender Responsive Budgeting
HDI	Human Development Index
HR	Human Rights
IC	Istanbul Convention
ICT	Information and Communication Technology
LNOB	Leave No One Behind
LSG	Local Self-Government
M&E	Monitoring and evaluation
MEP	Member of European Parliament
MHRR	Ministry of Human Rights and Refugees of Bosnia and Herzegovina
MP	Member of Parliament
MSR	Multi-sectoral response
NAP	National Action Plan
NEET	Neither in Employment Education or Training
NGO	Non-governmental organization
OECD DAC	The Organization for Economic Co-operation and Development – Development Assistance Committee
OSCE	Organization for Security and Co-operation in Europe
RBS	Republic Bureau of Statistics
RS	Republika Srpska
SAP	Stabilisation and Association Process
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Realistic and Time-bound

ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNECE	United Nations Economic Commission for Europe
UN ECOSOC	United Nations Economic and Social Council
EG	United Nations Evaluation Group
UN PSD	United Nations Partnership for Sustainable Development
UNSCR	United Nations Security Council Resolution
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN Women ECA RO	UN Women Europe and Central Asia Regional Office
UPR	Universal Periodic Review

## EVALUATION SUMMARY

This Report presents the key findings, lessons learned, conclusions and recommendations of the final evaluation of the 2.5 years project ‘EU Gender Equality Facility (GEF) Bosnia and Herzegovina (BiH)’ (henceforth the Project), implemented by UN Women Bosnia and Herzegovina with financial support of European Union. The EU GEF in BiH is based on the Action Document for the Instrument for Pre-Accession Assistance (IPA II) for the year 2018 ‘EU Gender Equality Facility’ to be implemented under the IPA II Sector “Rule of law and Fundamental Rights.”. The Action Document is entrusted for direct management and implementation to the UN Women through the Project Team in close cooperation with the Agency for Gender Equality BiH (AGE BiH), the Gender Centre of the Federation of BiH (GC FBiH) and Gender Centre of Republika Srpska (GC RS).

In addition to the UN Women project team, the evaluation results will be used by Agency for Gender Equality of BiH and Gender Centre FBiH, Institutions responsible for EU Integration, UN Women Europe and Central Asia Regional Office in their efforts to coordinate and monitor the GEF related initiatives on the regional level, UNCT BiH, Delegation of EU and other potential stakeholders, primarily those who were direct beneficiaries of the project, but also others who might be interested to follow or join the initiatives related to capacity enhancement and reforms related to gender equality in the EU accession process.

**Project background:** GEF project aims to strengthen the effective implementation of domestic and international legal frameworks concerning gender equality and women’s rights in the context of BiH international obligations and commitments stemming from key women’s rights instruments, such as Convention on the Elimination of All Forms of Discrimination of Women (CEDAW), Beijing Platform for Action (BfP), Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention), as well as in the context of EU accession process. GEF project aims to strengthen mainstreaming gender into European Union integration and planning processes for pre-accession assistance and to strengthen institutional mechanisms for gender equality in line with the EU standards, aligning BiH with EU Gender Equality acquis.

**Relevant country context:** The project was implemented in the country with very complex administrative structure, heavy burden of historical legacies marked by devastating war, continuous political conflicts and high sensitivity to internal and external challenges. The constitutional and political system of Bosnia and Herzegovina was established at the end of 1995 with the Dayton Peace Agreement. Country is divided in two entities - Federation of BiH and Republika Srpska - and Brcko District. The Federation of BiH furthermore consists of ten administrative unites called cantons. The entity authorities have broad power of authority. The Brcko District is under direct authority of the Council of Ministers of BiH. The political system is based on the concept of equal participation of the constituent peoples (Bosniaks, Croats and Serbs) meaning that they have equal number of members of the parliaments, members of the collective presidency, ministries, judges, and other officials. Territorial autonomy is based on the ethnic principle, ensuring that each of the constituent peoples has the majority and control over certain territory. Veto mechanism is there to ensure that each political decision is made consensually, with consent of the representatives of each of the constituent peoples.

In December 2022, BiH has gained the EU candidate status, which opens the road towards reforms that will align BiH with EU *acquis*. Based on the Dayton Peace Agreement and EU accession process, the key role in the EU accession related reforms will have the state level institutions, particularly Directorate for EU Integration and National IPA Coordinator (NIPAC). The Agency for Gender Equality will take care that reforms are aligned with the EU Gender Equality Acquis, crosscutting all sectoral reforms.

Gender inequalities are still prominent in BiH and represent important obstacle for sustainable development. As indicated by several global gender equality and women's empowerment indices, BiH is still facing challenges stemming from deeply rooted structural and cultural gender inequalities. To address these challenges BiH has ratified key international legal gender equality instruments and it has been active in reporting to respective mechanisms. It has also developed domestic legal and policy framework aiming at elimination of gender disparities and promotion of gender equality.

#### **PROJECT DESCRIPTION**

The **overall GEF project objective** is to increase BiH compliance with international gender equality commitments and EU gender equality *acquis*. **Specific objective** is to ensure that Institutional mechanisms for gender equality and key personnel mandated for European integrations and gender equality perform their mandate efficiently. The project intervention logic entails three result areas:

**Result/Output 1:** Capacities of Gender Institutional Mechanisms strengthened

**Result/Output 2:** Capacities of targeted institutions in BiH to include gender perspective improved

**Result/Output 3:** The implementation and monitoring of the selected areas of the Gender Action Plan is enhanced

**Stakeholders' map** is very complex, reflecting the division of responsibilities in multi-layered state. Direct beneficiaries of the project were: gender equality mechanisms at state and entity levels, institutions in charge of EU integration affairs at state and entity levels, members of coordination boards for GAP implementation, gender focal points and civil servants in GEF priority sectors of line ministries and sector specific institutions, staff of statistical institutions and civil society organizations.

#### **EVALUATION APPROACH AND METHODOLOGY**

The main purpose of this final evaluation is to assess the programmatic progress and performance of the project intervention from the point of view of relevance, coherence, effectiveness, impact, organizational efficiency, sustainability, gender equality and human rights, with a special focus on lessons learnt that will inform next phase of GEF project. The evaluation followed a participatory approach that included a twofold management structure: Evaluation Management Group (EMG) and Evaluation Reference Group (ERG). The evaluation approach adheres to the UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation, Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the scope and conduct of the evaluation. UN-SWAP evaluation criteria were also taken into account, namely GEWE was integrated in the evaluation scope of analysis, evaluation criteria and questions, gender responsive methodology and the findings, conclusions and recommendations.

**The evaluation was implemented in four phases:** inception (initial consultations with UN Women team and documentation review, development of evaluation methodology and inception report); Data collection (documentation review, semi-structured interviews during data collection country mission, self-administrated questionnaires); Data analysis (data analysis, presentation of preliminary findings) and Reporting (preparation and presentation of the final report).

The evaluation methodology followed a **ToC approach** and employed **mixed methods of data collection and analysis** to understand complexity of the processes and structures and gender relations in them. Methods of data collection used to build evidence base include: desk review of documents, reports, studies, secondary data, and primary data collected through semi-structured individual or group interviews, focus group discussions and self-administrated online questionnaires with representatives of project beneficiary institutions. In total 63 stakeholders provided information that was used to build evaluation evidence.

Key limitation of the evaluation is related to the withdrawal from project participation of the stakeholders from Republika Srpska. Their perspective on the reasons for withdrawal, as well as experience with activities in which they initially participated was not fully captured due to the lack of readiness of the main project partner, Gender Centre of Republika Srpska to provide information during the evaluation mission. Information available in the Conclusion of the Government of Republika Srpska in June 2022 states that the Government of Republika Srpska is 'informed about the project' and that Government 'does not accept further participation in the implementation of the project', therefore considering 'all documents produced within the project without explicit written consent of the mandated institutions of RS as non-compliant and all civil servants are obliged not to participate in the project activities'.<sup>1</sup>

## **EVALUATION FINDINGS**

**Relevance:** GEF project in BiH is relevant for improved response of BiH to international obligations, particularly regarding CEDAW, Beijing Platform, Istanbul Convention, UN Security Council Resolution 1325 'Women, Peace and Security' and gender specific SDGs (5.1) and targets, as well as regarding national priorities as defined by the Law on Gender Equality and Gender Action Plan. Of particular importance is the alignment with the EU Gender Equality acquis due to the EU accession as a key national priority. By its design and implementation, project responds to the needs of target groups, primarily governmental stakeholders at state and entities levels to increase capacity for gender responsive policy making and implementation, but more specifically to advance capacities to conduct reforms related to the EU accession in alignment with the EU GE acquis and to mainstream gender into the IPA programming.

GEF project in BiH continues to be relevant and becomes even more relevant as BiH gained the status of EU candidate country in December 2022, which will require increased competences and skills of governmental stakeholders to organize accession processes, procedures and reform policies in line with the EU GE acquis, and more knowledgeable civil society about the EU accession requirements in order to actively participate and monitor the EU accession processes.

**Coherence:** Through GEF project, UN Women BiH implements its integrated mandate, particularly normative, and ensures complementarity with other initiatives focused on increasing capacities of gender equality mechanisms and other governmental stakeholders for gender responsive and EU aligned policy making processes. In that regard, GEF project is complementary with interventions UN Women implements within the biannual work plan of the GRG portfolio. Coherence is found at the regional level in exchange between UN Women teams in the countries of the Western Balkans. However, GEF projects are very country-centred and more coordinated action is currently not probable due to the differences in the EU accession dynamics and countries specific reform processes. The evaluation evidence points also to the external coherence between GEF project and other initiatives in the country – it also contributes to the achievement of UNSDCF BiH priorities, and it is complementary to various interventions implemented by other UN agencies, particularly UNICEF, FAO, and UNDP. The EU as a donor and other stakeholders recognize a series of comparative advantages of UN Women as implementing agency, including strong expertise for GEWE, ability to identify key priorities for intervention in advancing gender equality, developing horizontal partnering relationship with governmental counterparts, providing technical support and building up capacities of partners with authority, credibility, commitment and motivation of staff for more effective gender mainstreaming.

**Effectiveness:** Despite unfavourable circumstances, GEF project has achieved majority of planned results and it can be expected with high probability that remaining results will be achieved by the end of the

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<sup>1</sup> Conclusion of the Government of Republika Srpska number 04-1-012-2-1882/22, 02.06.2022.

project. Counted against 16 project outputs, 81.2% of results were achieved by the end of the 2022. When counted against 28 indicators (achievement of some outputs is measured by several indicators), the achievement is at level of 67.9%.

GEF project was implemented combining diverse strategies (capacity building, awareness raising, networking and exchange, analytical work and policy planning), which enabled achievement of results, but most importantly, the strategies were needs-based reflecting high responsiveness of the project and project team to the diverse needs of different stakeholders. Main dilemma identified among stakeholders is related to the right measure between wide scope, broad outreach, and in-depth work.

Interviewed stakeholders participating in the capacity building activities highly evaluated the quality of trainings. Improvement of gender sensitive statistics, production of first partial Gender Equality Index by EIGE methodology and improved publication of Women and Men in BiH, were also indicated as the most successful results by many stakeholders. In terms of learning, study visit to Brussels was assessed as very effective by various participating stakeholders, as it enables them to find out more about the EU enlargement process, requirements for the candidate countries and the EU gender equality standards during the accession process.

GEF project was implemented in extremely complex and fragile context. Project success was enabled due to high commitment of the UN Women and GEMs, willingness of other governmental stakeholders to learn about GEWE or IPA, to exchange with others and generally to improve performance in GE within the EU accession process. Positive effect was visible in terms of increased motivation after obtaining the EU candidate country status. Positive factors enabled successful achievement of results despite many challenges, including complexity of governance system, fragile political situation, particularly during elections, withdrawal of stakeholders from RS, fragmented institutions and COVID-19 restrictions in the first phase of the project.

**Efficiency:** Small project budget comparative to other GEF projects in the region, particularly in such complex governance architecture and political situation was efficiently allocated to achieve results. More than modest human resources were highly efficient due to good organization and, by many stakeholders, a highly valued project leadership and coordination. Transparency, accountability and participative nature of the project was continuously granted through the work of Steering Committee and very good internal and external coordination. Project monitoring was firm, although based on too complex and not optimally precise and consistent indicators framework. However, monitoring and reporting was of great quality and providing good ground for improvement of the next stages of implementation, final evaluation and planning of the next cycle of GEF project.

**Impact:** It is too early to assess full impact of the project but processes have been initiated and are visible: gender equality mechanisms increased capacities for the EU accession and IPA programming processes, new relations have been established between gender equality and IPA mechanisms, as a result of the project some new initiatives were launched with new partnerships and focused on further alignment of domestic laws and policies to international frameworks, statistical institutions are empowered and gender mainstreaming of sectoral policies has been increasingly applied in policy making. However, impact is more visible at individual level and evaluation evidence did not provide signs of stronger institutional impact, except in project contribution to the GAP monitoring where the network was already established.

**Sustainability:** The odds to ensure the maintenance of results and even to further expand them are good primarily due to the newly acquired EU candidate status which will require further gender mainstreaming of all reforms in the negotiation processes, but also due to strong ownership of the results and high initiative by the Agency for gender equality and Gender Centre of FBiH. Their authority in GEWE and gender

mainstreaming are highly recognized among stakeholders, provide good grounds for maintenance of results and further advancements. The sustainability and further advancements in gender sensitive statistics are also very likely due to the alignment with Eurostat and EIGE which is on the way to the EU accession. Factors that can undermine sustainability are political disputes, high fluctuation of public administration staff, particularly those that are nominated as IPA, GAP or GE coordinators, too slow establishment of infrastructure for the EU negotiations and slow reform processes. GEF project has great potential for replication and upscaling. The EU accession processes will require GE and IPA expertise among broad sets of governmental stakeholders at all levels and therefore, trainings, tools, manuals, exchange practices should be further replicated among new groups of stakeholders, other priority sectors, at lower levels of governance, particularly at cantonal level. Project exit strategy is basically planned as the new project cycle. However, due to the IPA 2023 commitment to support in energy supply, probably the continuation will be somewhat postponed.

**Human rights and gender equality:** Project is fully committed to gender equality and it is grounded in human rights approach. The implementation was aligned with the disability inclusion principles, but the limited budget restrained opportunities to apply more diverse approach to the disability inclusion tools in designing and dissemination of key project products.

#### **Lessons learned:**

- Early involvement of key institutions, project partners, is essential to increase ownership and clear leadership.
- High involvement of Steering committee proved as very good practice, enabling the ownership of partners and key governmental stakeholders, as well as transparency and accountability of the project.
- Inclusion of high level positioned representatives of institutions could enable translation of impact from individual to institutional.
- Continuous communication, well informed stakeholders, was one of the broadly recognized value of the project. Using different communication formats, but particularly bulleting that directly informs stakeholders on the project activities and results is something that should be continued.
- Innovative capacity building methods are more welcomed by the participants: small groups on training, thematically close, very interactive, less formal, but also coaching, mentoring, learning by doing, or online learning.
- Sectoral approach is very good choice as it enables the in-depth focus on gender mainstreaming of sectoral policies, generating more knowledge and skills among respective governmental stakeholders, but also providing very important results. It is good when selection of priority sectors coincide with ministerial plans in drafting programs and strategies.
- The project would benefit from the longer time frame.

#### **CONCLUSIONS**

- **C1:** GEF project is and has been increasingly relevant, with BiH achieving the EU candidate country status in December 2022, which creates even stronger needs among governmental, but also non-governmental stakeholders to learn about gender equality in the EU integration processes and to have capacities and tools to perform their work related to the EU integration in line with the EU gender equality *acquis*.
- **C2:** GEF is unique project by its focus on gender mainstreaming of the EU integration processes. It is fully in line with UN Women strategy, but coherence with other initiatives is not very strong. The most relevant interlinks are found with regional GRB project implemented in BiH. Regional coherence between GEF projects is still at relatively low level despite exchange and mutual learning. This is mainly due to the differences in stages of the EU accession between countries, but also, due to the lack of firmer cooperation with EU Delegations in the respective countries.

- **C3:** UN Women has comparative advantage for implementing project like GEF, but there is a strong tendency to generate/transfer ownership to main gender equality mechanism – Agency for Gender Equality. Opportunities and limitations to that intention are defined by political will in the country, capacities of AGE but also UN Women rules and procedures in terms what could be influenced by stakeholders and where is the discretion of project teams.
- **C4:** Project included many different lines of intervention with sets of different activities, involving big number of stakeholders that are not always easy to mobilize, but it was effectively implemented despite very complex and difficult circumstances marked by political fragility, slowed processes due to long negotiations, difficult requests from some project stakeholders, and also COVID-19 related limitations. Part of the project success in terms of effective implementation is due to multiple project strategies which were carefully designed and adjusted to the needs of stakeholders, but also due to very good project management and coordination, which enabled to achieve results with relatively small budget, which succeeded in navigating among complex landscape of stakeholders and which implemented project with high transparency and accountability
- **C5:** GEF monitoring framework is sub-optimal, but monitoring processes were very punctual, precise and good quality.
- **C6:** It is too early to estimate impact of the project, but evaluation evidence points to the broad outreach and shallow impact, with high likelihood that in the future initiated processes could become more prominent, mainly due to the EU accession and the need to further establish structures, methodologies and procedures for gender mainstreaming in the EU accession.
- **C7:** Project has huge potential for replication and upscaling, which can be used for the next GEF project that is currently planned.
- **C8:** GEF project was centred on gender equality, and it was aligned with UN Women human rights approach and disability inclusion standards.

#### RECOMMENDATIONS

Sets of recommendations with possible actions are proposed under six main recommendations:

- **R1:** Support increased country ownership over GEF. Possible actions: Early pre-design dialogue between key stakeholders, gender equality mechanisms and institutions responsible for the EU integration, in order to design project in line with their needs, and create sense of ownership with clear leadership at the same time.
- **R2:** Discuss among project partners and decide on the key aspects of project design that are currently viewed differently by different stakeholders, particularly in terms of normative/technical support versus operational component, focus on state and entity level or inclusion of cantonal level, etc.
- **R3:** Be creative in capacity building strategies, go beyond ‘traditional’ trainings and workshops. Use more gender focal points network for increasing outreach or replicating project capacity building activities within the ministries.
- **R4:** Continue with exchange activities, among stakeholders within the country and regionally.
- **R5:** Use broader expertise, develop pool of experts for gender mainstreaming of the EU accession and IPA programming in general, and for sectors.
- **R6:** Simplify project monitoring framework.

# 1. INTRODUCTION

This Report presents the key findings, lessons learned, conclusions and recommendations of the final evaluation of the 2.5 years project ‘EU Gender Equality Facility (GEF) Bosnia and Herzegovina (BiH)’ (henceforth the Project), implemented by UN Women Bosnia and Herzegovina with financial support of European Union. The EU GEF in BiH is based on the Action Document for the Instrument for Pre-Accession Assistance (IPA II) for the year 2018 ‘EU Gender Equality Facility’ to be implemented under the IPA II Sector “Rule of law and Fundamental Rights.”. The Action Document is entrusted for direct management and implementation to the UN Women through the Project Team in close cooperation with the Agency for Gender Equality BiH (AGE BiH), the Gender Centre of the Federation of BiH (GC FBiH) and Gender Centre of Republika Srpska (GC RS).

GEF project aims to strengthen the effective implementation of domestic and international legal frameworks concerning gender equality and women’s rights in the context of BiH international obligations and commitments stemming from key women’s rights instruments, such as Convention on the Elimination of All Forms of Discrimination of Women (CEDAW), Beijing Platform for Action (BfP), Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention), as well as in the context of the EU accession process. GEF project aims to strengthen mainstreaming gender into the European Union integration and planning processes for pre-accession assistance and to strengthen institutional mechanisms for gender equality in line with the EU standards, aligning BiH with the EU Gender Equality acquis.

## 1.1 Country context

Evaluation findings could be realistically and fully comprehended only with a proper contextualization. If this is true for every evaluation, it is of particular importance for the evaluation of the project implemented in the country with very complex administrative structure, heavy burden of historical legacies marked by devastating war, continuous political conflicts and high sensitivity to internal and external challenges.

### 1.1.1 General context

Bosnia and Herzegovina is administratively complex state, which is of particular importance for understanding GEF project design and implementation opportunities and challenges. The constitutional and political system of Bosnia and Herzegovina was established at the end of 1995 with the Dayton Peace Agreement. Country is divided in two entities - Federation of BiH and Republika Srpska - and Brcko District. The Federation of BiH furthermore consists of ten administrative unites called cantons.<sup>2</sup> The entity authorities have broad power of authority. The Brcko District is under direct authority of the Council of Ministers of BiH. The political system is based on the concept of equal participation of the constituent peoples (Bosniaks, Croats and Serbs) meaning that they have equal number of members of the parliaments, members of the collective presidency, ministries, judges, and other officials. Territorial autonomy is based on the ethnic principle, ensuring that each of the constituent peoples has the majority and control over certain territory. Veto mechanism is there to ensure that each political decision is made consensually, with consent of the representatives of each of the constituent peoples.<sup>3</sup>

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<sup>2</sup> Una-Sana, Posavina, Orasje, Tuzla, Zenica, Bosnia Podrinje, Central Bosnia, Herzegovina-Neretva, the West Herzegovina, Sarajevo, Canton 10.

<sup>3</sup> UNFPA (2020) Population Situation Analysis in BiH, [https://ba.unfpa.org/sites/default/files/pub-pdf/psa\\_bih\\_final\\_november\\_2020\\_eng\\_1.pdf](https://ba.unfpa.org/sites/default/files/pub-pdf/psa_bih_final_november_2020_eng_1.pdf)

Bosnia and Herzegovina faces various developmental challenges. Population trends are not favourable: there is significant population decline trend due to low fertility, far below the replacement level, and high levels of emigration, particularly among young, skilled population. Population is ageing, and that has far reaching consequences on economic potential of the country and its capacities to provide social wellbeing for all. Regional disparities are remarkable, preventing sustainable development of BiH.

BiH is facing many challenges related to the development of democracy. According to various indices presented in the Table 1, Annex 2, the country is classified as hybrid regime, partly free with high perception of corruption.

In terms of economic development, BiH is an Upper-middle income country according to the World Bank classification, occupying the position in this group together with other Western Balkan countries. Its economy is marked by relatively stable macroeconomic environment, but also by low level of employment, low productivity, weak potential for innovation and not very favourable business climate.<sup>4</sup>

### *1.1.2 Gender equality in BiH: overview of the situation*

Gender inequalities are still prominent in BiH and represent important obstacle for sustainable development. As indicated by several global gender equality and women's empowerment indices, BiH is still facing challenges stemming from deeply rooted structural and cultural gender inequalities. According to the Gender Development Index, BiH is classified in the third cluster of countries marked by medium-level gender gaps in achievements of human development (Table 1, Annex 2). According to the OECD Social Institutions and Gender Index (SIGI), BiH is positioned in the cluster of countries with low gender equality, with SIGI value for 2019 of 22%.<sup>5</sup> This position is the outcome of still prominent inequalities in four key areas monitored by this instrument: discrimination in the family, restricted physical integrity, restricted access to productive and financial resources and restricted civil liberties. Gender inequalities are pervasive, present across different areas of public participation, access to resources and private life relations.

#### **WOMEN'S POLITICAL PARTICIPATION**

The Law on Gender Equality mandates representation of less represented sex by at least 40% in public administration at state, entity, cantonal and municipal levels. However, after general elections in autumn 2022, women are still not sufficiently represented in legislative power at state and entity levels. There is a decrease in the share of women elected to the House of Representatives of the Parliamentary Assembly of Bosnia and Herzegovina (from 21.4% in 2018 to only 16.66% in 2022). At the entity level, there is small increase in the representation of women, so that in the House of Representatives of the Parliament of the FBiH, share of women is 26.53%, and in the National Assembly of the RS, 18%.<sup>6</sup> In the cantonal assemblies, there was a slight decrease in the number of elected women (from 31 to 30%).<sup>7</sup>

#### **EDUCATION**

Gender gaps are present in education. Among the population age 15 and older, women have lower educational attainment: 20.5% of women do not have any education, in comparison to 7.4% of men. Among women, there are more of those with primary education (23.9%) than among men (18.9%), and less of those with secondary education (43.0% to 59.5% among men). Contrary to this, gender equality is achieved in

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<sup>4</sup> UNFPA, Population Situation Analysis in BiH

<sup>5</sup> OECD <https://stats.oecd.org/Index.aspx?DataSetCode=GIDDB2019>

<sup>6</sup> Web Portal 'Politicki.BA' [https://politicki.ba/politika/samo-166-posto-izabranih-u-parlament-su-zene/26645?fbclid=IwARoKORA674ohST7wa7LP6XMCrr3wGdJP\\_Cp2Jmq3V7Qphx\\_GY7X-i\\_xUHeQ](https://politicki.ba/politika/samo-166-posto-izabranih-u-parlament-su-zene/26645?fbclid=IwARoKORA674ohST7wa7LP6XMCrr3wGdJP_Cp2Jmq3V7Qphx_GY7X-i_xUHeQ)

<sup>7</sup> BHAS (2021) Women and Men in BiH, [https://bhas.gov.ba/data/Publikacije/Bilteni/2022/FAM\\_00\\_2021\\_TB\\_1\\_EN.pdf](https://bhas.gov.ba/data/Publikacije/Bilteni/2022/FAM_00_2021_TB_1_EN.pdf)

higher education, so the share of women and men with higher education is equal (9.7% of women to 9.5% of men). Gender inequalities in education are still under the influence of gender gaps in older population cohorts. Data on young generation shows that women are present in higher proportion among students enrolled in higher education in school year 2020-2021.<sup>8</sup>

There is still significant gender segregation according to the fields of education, with women concentrating in the areas of education, humanities and art, social sciences, journalism, business, administration and law, natural sciences, agriculture, health and social welfare, while men concentrate more in the areas of ICT, engineering, manufacturing and construction.

There is also a high share of youth not in employment, education or training (NEET). In 2020 there were 23% of young women and 20.3% of young men that were not in employment or education and trainings.<sup>9</sup>

#### **EMPLOYMENT AND ECONOMY OF CARE**

Women do not participate equally in the economy. They are underrepresented in the labour market and their employment is less favourable than employment of men. The employment rate of women age 15 and over was 29.9% in 2020, which is significantly lower than employment rate of men (50.9%). At the same time, the unemployment rate was higher for women than men (18.5% vs. 14.1%) indicating the obstacles women face in access to employment.<sup>10</sup> Gender inequalities in the labour market are expressed through numerous dimensions: lower activity of women, lower opportunities for employment, greater chances of remaining unemployed, smaller share of non-agricultural employment among employed women than among employed men, more uncommon entrepreneurship and self-employment, as well as concentration in sectors and professions of social services where opportunities for employment are smaller as well as salaries, gender wage gaps, etc. Basic indicators of labour market show a significant disadvantage of women at all levels. The gender gap in activity and employment is present at the level of BiH in both entities, and Brčko District.<sup>11</sup>

The consequences of inequality in the labour market are gender pension gap (women less frequently than men receive old age pension and average pension of women is lower), and higher poverty shares among older women than among older men (23.8% vs. 15.3%). In a particularly unfavourable situation are women from marginalized groups, such as Roma, displaced women and refugees, rural women, single mothers, women with disabilities.<sup>12</sup>

Household work and family care are performed dominantly by women. In more than 90% of households in BiH women are the main persons who perform household duties related to everyday household chores, such as cooking, cleaning, washing, etc. In more than 80% of households they are main persons who take care of younger children and in more than 70% of households they take main responsibilities in caring for school obligations of children or for older, sick, and disabled members of the households.<sup>13</sup>

#### **VIOLENCE AGAINST WOMEN**

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<sup>8</sup> Among 92,743 students enrolled in all levels of higher education, 59.4% were women. Among 13,291 students who graduated in 2020, there were 60% of women. Among students who got the master's degree or specialist diploma in the same year, almost two thirds (64%) were women, but among persons who obtained doctoral degree, women participated with only 41%.

<sup>9</sup> UNFPA (2020) Population Situation Analysis

<sup>10</sup> BHAS (2021) Women and Men in BiH, p: 60.

<sup>11</sup> UNFPA, Population Situation Analysis in BiH

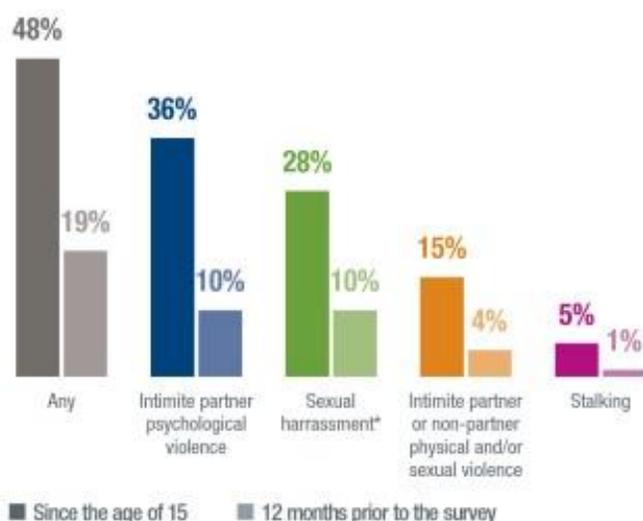
<sup>12</sup> Ibid

<sup>13</sup> Babovic, M., Vukovic, O, Ginic, K. (2013) Rasprostranjenost i karakteristike nasilja prema ženama u BiH 2013, [https://arsbih.gov.ba/wp-content/uploads/2014/01/studija\\_prevalenca.pdf](https://arsbih.gov.ba/wp-content/uploads/2014/01/studija_prevalenca.pdf)

The most severe manifestation of gender inequality is violence against women. The first prevalence survey on violence against women in BiH<sup>14</sup> was conducted in 2013 on the initiative of the gender-equality mechanisms in BiH and was used as one of the leading baseline documents for OSCE-led survey on well-being and security of women conducted in 2018. Both surveys show similar patterns in terms of prevalence. According to the OSCE-led survey just under half (48%) of women in BiH have experienced some form of abuse, including intimate partner violence (IPV), non-partner violence, stalking and sexual harassment, since the age of 15. More specifically, nearly 4 in 10 (38%) women say they have experienced physical or sexual violence since 15 at the hands of partner or non-partner.<sup>15</sup>

Non-partner physical or sexual violence during lifetime experienced 14% of women, while every tenth woman experienced intimate partner physical violence perpetrated by current or former partner since the age of 15. The most prevalent form of intimate partner violence is psychological violence, experienced by 36% of women (Figure 1). Only a small proportion of women reported the most serious incident of violence perpetrated by their current partner to police (5%) and even less to other institutions or organisations.

**Figure 1: Prevalence of different forms of violence against women in BiH**



Source: OSCE-led survey on wellbeing and safety of women in BiH, 2018

## 1.2 Normative, institutional and policy framework

### 1.2.1 International framework

National policies aiming at promotion of gender equality and empowerment of women (GEWE) are grounded in international obligations stemming from the participation in key international mechanisms, such as *Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)* (1979), *Beijing Declaration and Platform for Action* (1995), *Council of Europe Convention on preventing and combating*

<sup>14</sup> Agency for Gender Equality of BiH (2013) Prevalence and characteristics of violence against women in BiH [https://www.gcfbih.gov.ba/wp-content/uploads/2014/02/prevalency\\_study.pdf](https://www.gcfbih.gov.ba/wp-content/uploads/2014/02/prevalency_study.pdf)

<sup>15</sup> OSCE-led survey on wellbeing and safety of women in BiH, 2018, [https://www.osce.org/files/f/documents/3/5/423470\\_1.pdf](https://www.osce.org/files/f/documents/3/5/423470_1.pdf)

violence against women and domestic violence (2011) (Istanbul Convention), UN Security Council Resolution 1325 Women, Peace and Security (2000), among others.

BiH has been active in the reporting to the international mechanisms. The *Sixth periodic report to CEDAW Committee* was submitted in 2018, followed by dynamic shadow reporting of CSOs (9 reports).<sup>16</sup> The First state report to the Group of Experts on Action against Violence against Women and Domestic Violence (GREVIO) was submitted in 2020.<sup>17</sup> BiH has also participated in the Beijing +25 process, and submitted the progress report on the implementation of Beijing Declaration and Platform for Action.<sup>18</sup>

GEWE is recognized as one of the guiding principles in UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025. Under outcome 4, support to the authorities in BiH to implement accepted recommendations from human rights treaty bodies and mechanisms will help to meet international standards for rule of law, access to justice and gender equality. It is expected that this will also contribute to the economic growth and opportunities for women, young people and vulnerable groups.

For BiH, the EU accession is strategic priority. Bosnia and Herzegovina attained the EU Candidate Country status in December 2022, which is expected to drive more dynamic reforms in alignment with the EU *acquis*. The EU is the single largest provider of funds and financial assistance in BiH. The EU uses a variety of financial instruments, the most comprehensive one being the Instrument for Pre-Accession Assistance (IPA). Under the Annual Action Program for BiH for the year 2018, the EU Gender Equality Facility Action was established aiming at strengthening the effective implementation of domestic and international legal frameworks concerning gender equality and women's rights, as well as supporting the country in aligning to the EU gender equality *acquis* in the pre-accession processes.

### **1.2.2 National framework**

The legal provisions guaranteeing women's rights and gender equality are partly in place in BiH. The Gender Equality Law was adopted in 2003, and amended in 2009, but despite that, in the UN Women 2021 assessment, the overall legal framework is assessed as gender blind, since most laws, including the Constitution of BiH, do not include specific provisions on gender equality nor actively promote gender equality.<sup>19</sup> The Law on Gender Equality specifically addresses the issue of gender equality in education, employment, labour and access to resources, equal representation, social protection, healthcare, culture and sports, public life and media. It provides the framework for the gender institutional mechanisms responsible for implementing and overseeing the implementation of the Law.

The Law on Prohibition of Discrimination was adopted in 2009 and amended in 2016. It stipulates mechanisms to fight discrimination, including discrimination on the ground of sex. The Election law introduced the quotas. Laws on Protection from Domestic Violence were adopted in the Republika Srpska and the Federation of Bosnia and Herzegovina in 2012 and 2013.

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<sup>16</sup> UN Treaty Bodies web pages, BiH, available at [https://tbinternet.ohchr.org/\\_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=BIH&Lang=EN](https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=BIH&Lang=EN)

<sup>17</sup> Council of Europe, country page of BiH, available at <https://www.coe.int/en/web/istanbul-convention/bosnia-and-herzegovina>

<sup>18</sup> Progress report on the implementation of the Beijing Declaration and Platform for Action in BiH within the Beijing +25 process, April 2019, available at [https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Bosnia\\_and\\_Herzegovina.pdf](https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Bosnia_and_Herzegovina.pdf)

<sup>19</sup> UN Women (2021) Country Gender Equality Profile of Bosnia and Herzegovina, <https://eca.unwomen.org/sites/default/files/Field%20Office%20ECA/Attachments/Publications/2021/7/UNW%20Country%20Gender%20Equality%20Profile%20BiH.pdf>

Policy framework is shaped by the Gender Action Plan (2018-2022), the Action Plan for the implementation of the Security Council Resolution 1325 (2018-2022), and the framework strategy for the implementation of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (2015-2018). Gender Centres of the Republika Srpska and the Federation of BiH coordinate the sector strategies and action plans at the entity level, pertaining to domestic violence, advancement of women in rural areas, introduction of gender responsive budgeting and response to natural disasters. Local government units are responsible for local gender plans as defined by the Gender Equality Law.

The network of institutional mechanism for gender equality in BiH includes legislative and executive authorities at all levels. In the executive branch of power, the Agency for Gender Equality of BiH of the Ministry for Human Rights and Refugees of BiH is main national gender equality institution at state level. At the entity level there are Gender Centres (GC FBiH and GC RS). Mandates of three institutions are defined by the Law on Gender Equality and the decision establishing these institutions. Coordination of gender equality aspects of policy-making and implementation is organized through network of gender focal points placed in the line ministries.

In the legislative branch of power Commissions/committees for gender equality have been established at all levels. There is a Gender Equality Commission of the Parliamentary Assembly of BiH at the state level and the entity level, the Gender Equality Committee of the House of Peoples and the Gender Equality Commission of the House of Representatives of the FBiH Parliament and the Committee for Equal Opportunities of the National Assembly of the RS. The gender equality committees of the cantonal assemblies in the FBiH have also been established. The commissions within municipal councils/assemblies operate in almost all municipalities in BiH at local level.

## 2. 'EU GENDER EQUALITY FACILITY BiH' – PROJECT DESCRIPTION

**The project duration:** 1<sup>st</sup> October 2020 – 31<sup>st</sup> March 2023.

**Project budget:** 500,000 EUR from EU IPA funds with 50.000 of UN Women contribution

**Geographical scope:** Bosnia and Herzegovina

**Implementing agency:** UN Women BiH

### 2.1 Project objectives

UN Women has implemented the project 'Support to Priority Actions for Gender Equality in Bosnia and Herzegovina' (Gender Equality Facility / GEF), funded by the European Union within the Instrument for Pre-Accession Assistance (IPA) II during the period 1<sup>st</sup> October 2020 – 31<sup>st</sup> March 2023. GEF project aims to strengthen the effective implementation of domestic and international legal frameworks concerning gender equality and women's rights; mainstreaming gender into the European Union integration and planning processes for pre-accession assistance; and strengthen institutional mechanisms for gender equality in line with the European Union standards. Through GEF project, institutions have been supported in aligning with the European Union Gender Equality *acquis*. Total project budgets is 550,000 EUR. Geographical scope of the project was planned to the whole Bosnia and Herzegovina, which means at State level and entity level including FBiH (Including cantonal level stakeholders), RS and Brcko District. However, after initial stage, the RS institutions cancelled participation in the project.

**Overall objective** (impact): To increase BiH compliance with international gender equality commitments and EU gender equality *acquis*.

**Specific objective** (outcome): Institutional mechanisms for gender equality and key personnel mandated for European integrations and gender equality to perform their mandate efficiently.

The project intervention logic entails three result areas:

**Result/Output 1:** Capacities of Gender Institutional Mechanisms strengthened

**Result/Output 2:** Capacities of targeted institutions in BiH to include gender perspective improved

**Result/Output 3:** The implementation and monitoring of the selected areas of the Gender Action Plan is enhanced

**Under the result 1**, the functional analysis of institutional mechanisms for gender equality was conducted in preparation of the intervention strategies. Institutional capacities and needs were assessed in regard to absorption of Gender Equality *acquis* and implementation and monitoring GE policies in BiH. Based on the assessment, the strengthening of the managerial, operational and human resources of the Gender Equality Agency of the MHRR, Gender Centre of FBiH, Gender Centre of the RS and all other elements of the Gender Equality mechanisms across sectors and governance structures were strengthened. The Roadmap for gender mainstreaming in the EU Integration process of BiH was developed, Gender Country Profile was prepared and promoted, and dialogue on GEWE with relevant stakeholders organized. Operational capacities for gender mainstreaming in IPA III programming were strengthened among key stakeholders, including Agency for Gender Equality, Gender Centre FBiH, and Directorate for European Integration and Office of the Government of FBiH for the EU integrations. Guidelines on gender mainstreaming were

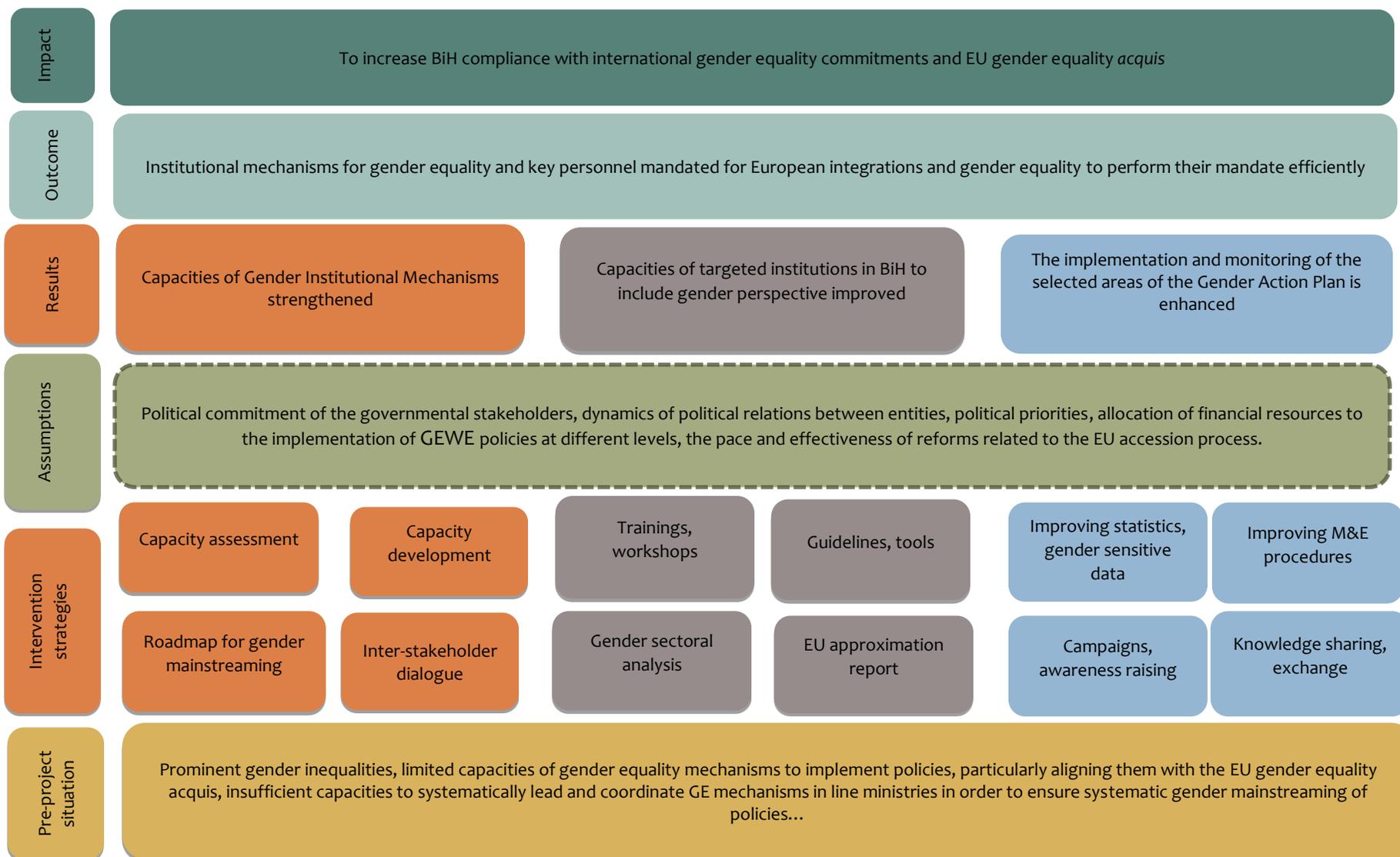
prepared for 3 priority sectors (Agriculture and Rural Development, Competitiveness and Innovation and Democracy and Rule of Law). Dialogue was organized with relevant stakeholders on GEWE at regional level (GE regional network during BiH presidency in Adriatic Ionian Initiative).

**Under the result 2**, trainings on gender mainstreaming in the IPA programming process were organized with gender equality mechanisms at state and entity levels, gender focal points in the line ministries at the state and entity levels. Capacity building was particularly focused on gender mainstreaming, gender sensitive monitoring, analysis, gender impact assessment and preparation of recommendations for evidence-based strategic planning. With Gender Equality Agency of BiH leading the process, technical support was provided to priority institutions. Initial training with 6 priority sectors was held at the beginning of December 2022. The capacity building of these institutions will also include facilitation of consultation process with civil society, building knowledge of the civil society actors for providing informed gender-relevant input throughout the policy making process. Consultation process for BiH Country Level Implementation Plan was organized. In close collaboration with the EU Delegation, Directorate for European Integration and selected line ministries and their gender Focal Points prepared inputs for essential policy documents and provided Technical Notes, Gender Mainstreaming Sector Guidance and Technical Working Papers/Briefs. Support was provided to development of gender analysis and preparation of the EU aligned sector-specific gender mainstreaming guidelines. EU guidelines approximation measuring report in 3 priority selected sectors were developed and shared.

**Under the result 3**, technical guidance on the establishment and functioning of a system for monitoring implementation of the BiH Gender Action Plan was provided. Support was provided for increasing the availability and strengthening the capacity of stakeholders to use gender indicators and gender sensitive statistical data for monitoring SDGs, Action Plan for Gender Equality, UNSCR 1325 Action Plan, Istanbul Convention implementation and similar. Statistical agencies were supported to ensure the availability and use of data on position of women and men in BiH in line with UNECE, UN ECOSOC, and Eurostat guidance. Support was provided in preparation of PR and public awareness campaigns for communicating the tangible benefits for women and men from sustainable development. Building on the existing Sarajevo Declaration process, structured dialogue at country and regional level was facilitated through meetings, exchange visits, knowledge transfer. BiH Gender equality mechanisms were supported to share expertise with relevant EU DGs and gender experts. Under this result area, project has supported preparation of the report on partial BiH Gender Equality Index and enriched 'Women and men' statistical bulletin based on the mapping report. Exchange of expertise between institutional mechanisms for gender equality in the region was organized as well as exchange of experience and expertise with relevant EU DGs and gender experts in Brussels. Through the project the transfer of knowledge was also organized on gender mainstreaming in the EU integration process between civil servants from the Western Balkans and continuous activities of raising awareness of the general public were implemented.

## 2.1 Theory of Change

Figure 2: Reconstructed Theory of Change



The project document, the logical framework matrix and discussion with UN Women implementing team lead to the reconstruction of comprehensive ToC (Figure 3) that was used as basis for the evaluation. The project is designed as responding and adjusting to the very complex situation regarding gender equality, national mechanisms and policies designed to promote gender equality and empower women. Gender inequalities are systematic, structural, and present in all areas of public and private life, requiring systematically gender mainstreamed and effective policies. The architecture of gender equality mechanisms follows the complexity of administrative structure in the country. Individual capacities of the gender equality mechanisms are in many cases not optimal, lacking sufficient financial and human resources. Moreover, their mutual cooperation and coordination is strongly embedded in broader set of relations between governmental stakeholders at different levels and from different entities. At the same time, there are frameworks offering clear roadmap towards gender equitable sustainable development, which have been coupled with the EU accession process driving the direction of reforms.

Based on such context, the project combines various interventions to achieve desired results, such as assessments of the institutional capacities of gender equality mechanisms, capacity development, development of roadmap for gender mainstreaming, opening inter-stakeholder dialogue on selected GEWE priorities, gender sectoral analysis, producing guidelines, tools, methodologies, improving availability of gender sensitive data, monitoring and evaluation procedures, increasing knowledge, awareness on important GEWE issues, sharing knowledge and experience among important stakeholders engaged in the implementation of national gender equality, but also other relevant policies and engaging in the regional exchange.

With these strategies, the project intervention is aiming at achieving three results: gender equality institutional mechanisms enhanced capacities to design, coordinate, implement gender equality policies, other key institutions also increased their capacities to mainstream gender in their respective policy fields and the implementation and monitoring of the Gender Action Plan becomes more robust. These three results will further result in more efficient performance of mandates related to gender equality and EU integration by respective institutions, with the ultimate goal to increase BiH compliance with international gender equality commitments and EU gender equality acquis.

**The main assumptions** on which the project success is based states that:

**H1:** If political commitment of the governmental stakeholders, and dynamics of the political relations between entities is high, the project will be effectively implemented bringing desired results.

**H2:** If allocation of financial resources to the implementation of GEWE and other sectoral gender mainstreamed policies is adequate and monitoring and evaluation mechanisms systematic, then the institutional mechanisms will have capacities to effectively implement GEWE and sectoral policies.

**H3:** If the EU accession process is dynamic and effective, and cooperation with the EU productive, then the GEWE mechanisms and processes initiated through project will contribute to more effective alignment with the EU Gender equality acquis.

## 2.2 Stakeholder analysis

Stakeholders' map is very complex (Table 1), reflecting the division of responsibilities in multi-layered state.

**Direct beneficiaries** of the project were:

- Staff of gender equality mechanisms: Agency for Gender Equality of the BiH Ministry of Human Rights and Refugees, the Gender Centre of FBiH, and the Gender Centre – Centre for Gender Equity and Equality of the Government of the Republika Srpska.
- Institutions in charge of the EU integration affairs: Directorate for EU Integration of BiH (DEI), FBiH Government Office for EU Integrations, Ministry for EU Integration of the RS, Office for European integrations of Brcko District;
- Members of coordination boards for GAP implementation,
- Gender Focal Points and civil servants in GEF priority sectors institutions (agriculture and rural development, Competition and Innovation, Democracy and Rule of Law:
  - BiH state level: Ministry of Foreign Trade and Economic Relations, BiH Veterinary Office, Office for Harmonization and Coordination of Payment Systems in Agriculture, Food and Rural Development, BiH Plant Health Administration, Ministry of Civil Affairs, Ministry of Justice, High Judicial and Prosecutorial Council Ministry of Communication and transport, Agency for the Prevention of Corruption and Coordination of Fight against Corruption, Agency for Preschool, Primary and Secondary Education
  - FBiH: Ministry of Agriculture, Forestry and Water Management, Federal Institute of Agriculture, Federal Agro-Mediterranean Institute, Federal Ministry of Development, Entrepreneurship and Crafts, Federal Ministry of Education and Science, Federal Ministry of Energy, Mining and Industry, Federal Ministry of Justice, Federal Ministry of Interior, Federal Employment Agency, Public Centre for Education of Judges and Prosecutors, Civil Service Agency of the FBiH;
  - RS: Ministry of Agriculture, Forestry and Water Management, Ministry of Transport and Communications, Ministry of Trade and Tourism, Ministry of Physical Planning, Construction and Ecology, Ministry of Scientific and Technological Development, Higher Education and Information Society, Ministry of Labour and Veterans and Disabled Protection, Ministry of Economy and Entrepreneurship, Agency for the Development of Small and Medium Enterprises, Ministry of Justice, Ministry of Interior, Ministry of Family, Youth and Sports, Ministry of Education and Culture.
  - BD: Inspector of the Brcko District of BiH Department of Agriculture, Forestry and Water management of the BD, Directorate for Finance, Brcko District of BiH, Department for Economic Development, Sports and Culture of the BD, Judicial Commission of the BD;
- Staff of statistical institutions: Agency for Statistics of BiH, Federal Bureau of Statistics of the Federation of Bosnia and Herzegovina (FBS FBiH) and Republic Bureau of Statistics of Republika Srpska (RBS RS).
- Civil society organizations.

**Gender equality mechanisms.** Pursuant to the Gender Equality Law of BiH, the Agency for Gender Equality of Bosnia and Herzegovina (AGE) is entrusted with monitoring the enforcement of the law. Furthermore, the Agency, along with the Gender Centre of the Federation of BiH (GC FBiH) and the Gender Centre of Republika Srpska (GC RS) (collectively referred to as the “gender institutional mechanisms”) are key institutional mechanisms for gender equality in the BiH Council of Ministers, Government of the Federation of BiH and the Government of Republika Srpska, in charge of directing efforts towards fighting discrimination and achieving gender equality in BiH by developing strategic documents and action plans. Gender equality mechanisms were main target but also main partner of the project together with institutions responsible for the EU integration process. Gender equality institutions were recipients of the different forms of assistance that was aiming to enhance their capacities to absorb the EU gender equality *acquis*. They also acted as main advisor that shaped

project activities so they will be directed towards other institutions and processes which are perceived as priority in the engendering the EU accession of BiH.

**The Directorate for EU integration (DEI)** is a permanent, autonomous, and professional body of the Council of Ministers of Bosnia and Herzegovina, which coordinates the processes and activities of the institutions in the integration of BiH into the European Union. Competences of the Directorate are related to the commitments stemming from the integration process, alignment of legislation with the acquis, financial assistance of the EU for BiH, translation of legislation and other documents, and communication and training for various target groups to provide institutional, professional and technical support to BiH integration into the EU. Additionally, in terms of the EU integration process in BiH, at the entity level, there is the Republika Srpska Ministry for European Integration and International Cooperation and the Office of the Federation of BiH Government for European Integration. At the Brcko District level, there is the Department for European Integration and International Cooperation. DEI was recipient of support that enabled it to coordinate IPA programming and the EU integration related policy making efforts, as well as capacity building to all relevant actors involved in the IPA programming in targeted sectors and across three governments in gender sensitive manner.

**Table 1: Map of stakeholders**

Stakeholders	Role in the intervention	Involvement in the evaluation	When (at what stage of evaluation)	Priority (importance of involvement in evaluation process)
UN Women Office in BiH	Implementing Agency	Evaluation Management Group	Throughout the whole evaluation process	High priority
UN Women Regional Office for Europe and Central Asia (ECARO)	Advisory in the project design, coordination with GEF projects in other countries, planning future projects	Informants	Mid phase (evaluation mission), end phase (validation)	High priority
Gender Equality Mechanisms: Agency for Gender Equality of BiH, Gender Centre FBiH, Gender Centre RS	Main partners, engaged in the project steering and direct beneficiaries, recipients of various forms of support to enhance capacities for GM in the EU accession and IPA programming, enhanced implementation and monitoring of GAP	Members of ERG	Inception phase, mid phase (evaluation mission), end phase (validation)	High priority
UNCT BiH - RCO	No direct role, but important for coherence in line with 'Delivery as one' principle	Informants	Mid phase (evaluation mission)	Medium priority

Institutions in charge of EU integration affairs: Directorate for EU Integration of BiH (DEI), FBiH Government Office for EU Integrations, Ministry for EU Integration of the RS, Office for European integrations of Brcko District	Partners, engaged in the project steering committee and direct beneficiaries, recipients of various forms of support to enhance capacities for GM in the EU accession and IPA programming	Members of ERG	Inception phase, mid phase (evaluation mission), end phase (validation)	High priority
Members of coordination boards for GAP implementation	Direct beneficiaries, enhancing capacities for GAP implementation in the EU accession and IPA programming framework	Informants	Mid phase (evaluation mission)	Medium to high priority
Gender Focal Points and civil servants in GEF priority sectors institutions	Direct beneficiaries, enhancing capacities Gender mainstreaming of sectoral policies in the EU accession and IPA programming framework	Informants	Mid phase (evaluation mission)	Medium to high priority
Statistical institutions	Direct beneficiaries, enhancing capacities for gender sensitive data and statistics in the EU accession and IPA programming framework	Informants	Mid phase (evaluation mission)	Medium to high priority
Civil Society Organizations	Direct beneficiaries, enhancing capacities to understand the IPA programming and the EU accession process to use it for advancing GEWE	Informants	Mid phase (evaluation mission)	Medium to high priority
Broader groups of directly or indirectly relevant stakeholders: media, gender equality mechanisms in the region, EU entities (delegation, EC directorates)	Non-beneficiary stakeholders	Informants	Mid phase (evaluation mission)	Low to medium

The **institutions from selected priority sectors** were recipients of assistance that was aiming to develop their capacities to access IPA funds and to conduct programming in gender sensitive manner in their respective reforms, while **Civil Society Organisations** will be supported to understand the IPA programming processes and to have capacities to properly influence and monitor the EU accession related reforms through implementation of gender responsive programming in different policy areas.

**Other relevant stakeholders** were to a lesser extent media (social media were used more) who disseminated project information and promoted the content that was placed through campaigning activities.

**Final beneficiaries** are women, men, girls and boys in BiH, particularly poor and disadvantaged groups among them, benefiting from the resulting increase in gender-responsiveness in reform processes and ultimately, service delivery.

Complex political situations in BiH has reflected on the stakeholders' dynamics. After the initial participation in the project implementation, Gender Centre of the Republika Srpska ceased to participate in project activities in the situation with raising tensions between entities prior to autumn elections in 2022. This has influenced the project implementation and it is expected that it will impact the project results at least in term of geographical/administrative distribution of results, which will be further discussed in the section on methodology and limitations.

## 3. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

### 3.1 Purpose of the evaluation

This is a **final project evaluation** which was conducted to assess the programmatic progress and performance of the project intervention, intervention from the point of view of relevance, coherence, effectiveness, impact, organizational efficiency, sustainability, gender equality and human rights, but also with a special focus on lessons learned both from programmatic and coordination perspectives with the aim to contribute to effective programming, organizational learning and accountability. The findings of the evaluation will moreover be used to engage policy makers and other stakeholders at national and local levels in evidence-based dialogues and to advocate for gender-responsive strategies to promote inclusive local and national economic development with a particular focus on rural women.

The evaluation delivers specific recommendations as to the priority areas that should be considered in next projects implemented by UN Women Bosnia and Herzegovina office, including interventions that require continued support, successful interventions for expansion, and recommendations on prioritizing interventions to maximize impact. In addition to the UN Women project team, the evaluation results will be used by Agency for Gender Equality of BiH and Gender Centre FBiH, Institutions responsible for EU Integration, UN Women Europe and Central Asia Regional Office in their efforts to coordinate and monitor the GEF related initiatives on the regional level, UNCT BiH, Delegation of EU and other potential stakeholders, primarily those who were direct beneficiaries of the project, but also others who might be interested to follow or join the initiatives related to capacity enhancement and reforms related to gender equality in the EU accession process.

### 3.2 Objectives of the evaluation

The specific evaluation objectives are to:

- Analyse the relevance and coherence of the project objectives, strategy and approach at the entity and national levels for the Government support to comply with national and international gender equality commitments and EU Gender Equality Acquis.
- Assess effectiveness and a potential measurable impact of the project intervention on the target group across all three results.
- Assess organizational efficiency and coordination mechanisms in progressing towards the achievement of the project results, including the achievement of gender equality and women's empowerment results as defined in the intervention.
- Assess the sustainability of the results and the intervention in advancing gender equality in the target group.
- Analyse how human rights-based approach and gender equality principles are integrated in the project implementation.
- Assess how the intervention and its results relate and contribute to the Agenda 2030 and its Sustainable Development Goals.
- Identify and document lessons learned, good practices and innovations, success stories and challenges within the project, to inform future work of participating UN agencies in the frameworks of gender mainstreaming and good governance.
- Identify strategies for replication and upscaling of the project's best practices.

### 3.3 Scope of the evaluation

**Time scope.** The evaluation covered the entire period of the implementation until December 2022.

**Geographical scope.** The evaluation was planned to cover the entire BiH, including stakeholders from state level, both entities (FBiH and RS) and BD. However, the representatives of key stakeholders in RS did not participate in the evaluation process.

**Thematic scope.** The evaluation will cover the whole project components, all activities related to the three result areas of the project.

### 3.4 Organization of the evaluation

The evaluation was conducted by independent evaluation expert Marija Babovic. The evaluation followed a participatory approach that included a twofold management structure: Evaluation Management Group (EMG) and Evaluation Reference Group (ERG).

The **Evaluation Management Group** was the main decision-making body for the evaluation and it was composed of UN Women project team members, UN Women ECA RO Evaluation Specialist who provided quality assurance support throughout the evaluation process, and representative of Agency for Gender Equality of BiH as a main partner with strong ownership over the project results. The EMG was responsible for the overall management of the evaluation and for supervision of the day-to-day business of the evaluation and communication with the Evaluation expert. UN Women BiH project team was responsible for day-to-day management of the evaluation and the coordination for the field visits, including logistical support.

**Evaluation Reference Group** was established to ensure that the evaluation approach is relevant to stakeholders, and to ensure that factual errors or errors of omission or interpretation are identified in evaluation products. The reference group had the opportunity to provide inputs at key stages of the evaluation: inception report, draft, and final reports. The ERG was responsible for validating findings and recommendations.

## 4. EVALUATION DESIGN AND APPROACH

The evaluation methodology followed a **ToC approach** and employed **mixed methods of data collection and analysis** to understand complexity of the processes and structures and gender relations in them.

The evaluation methodology and approach are developed taking into account the evaluation purpose as defined in the ToR, the UN Women approach to gender responsive evaluation as described in the Evaluation Handbook, and OECD DAC evaluation criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability).<sup>20</sup> The evaluation is a **final project evaluation** and both a **summative** approach focusing on capturing the lessons learned during the implementation and assessing the achievement of the results at output and outcome levels, as well as a **formative**, forward-looking approach assessing the applicability of the results to be employed.

The evaluation was gender-responsive, taking into account fair relations of power, empowerment, participation and inclusion, independence and integrity, transparency, quality, credibility and ethics.

In terms of lessons learned and good practice models, the evaluation team utilized the **appreciative inquiry** and **positive deviances approaches** that focus on existing strengths, at the same time identifying main weaknesses and challenges to the implementation and achievements of desired results and impacts. The evaluation was **transparent and participatory** process involving relevant stakeholders and partners. Finally, the evaluation was utilization-focused, corresponding to the needs of the end users, listed in the previous chapter.

The evaluation approach was designed in the manner that adheres to the UN Women Evaluation Policy<sup>21</sup>, UNEG Norms and Standards for Evaluation<sup>22</sup>, Ethical Guidelines and Code of Conduct<sup>23</sup>, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches<sup>24</sup> integrated into the scope and conduct of the evaluation. These aspects were considered under each evaluation criterion. In development of such approach and the evaluation questions, UN-SWAP evaluation criteria<sup>25</sup> were also taken into account, namely GEWE was integrated in the evaluation scope of analysis, evaluation criteria and questions, gender responsive methodology and the findings, conclusions and recommendations. Evaluation paid attention to the UN commitment on disability inclusion<sup>26</sup> seeking how disability is integrated and addressed throughout the Project.

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<sup>20</sup> OECD/DAC Criteria for Evaluating Development Assistance:

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>21</sup> UN Women, Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (2012) <https://www.unwomen.org/en/digital-library/publications/2012/10/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women>

<sup>22</sup> United Nations Evaluation Group, Norms and standards for Evaluation (2016) available at <http://www.unevaluation.org/document/detail/1914>

<sup>23</sup> United Nations Evaluation Group, Ethical Guidelines, available at <http://www.unevaluation.org/document/detail/102>

<sup>24</sup> Including: *Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance; UNEG Handbook for Integrating Human Rights and Gender Perspectives in Evaluations in the UN System*

<sup>25</sup> <http://www.unevaluation.org/document/detail/1452>

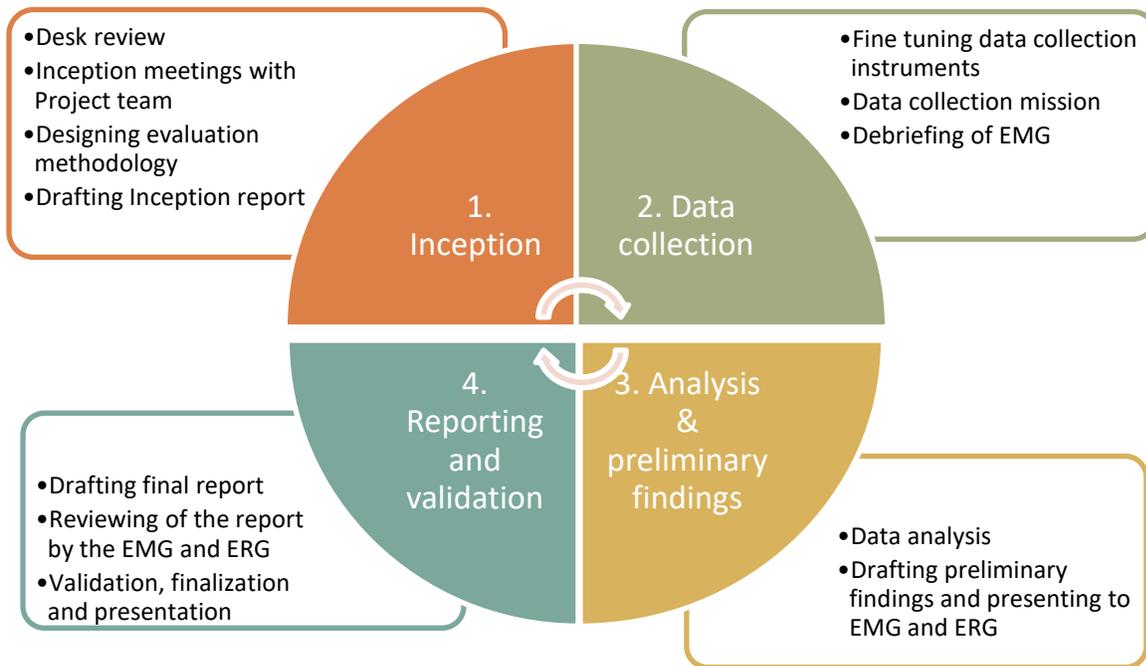
<sup>26</sup> UN Disability Inclusion Strategy for further reference: [https://www.un.org/development/desa/disabilities/wp-content/uploads/sites/15/2019/03/UNDIS\\_20-March-2019\\_for-HLCM.P.pdf](https://www.un.org/development/desa/disabilities/wp-content/uploads/sites/15/2019/03/UNDIS_20-March-2019_for-HLCM.P.pdf)

To ensure quality and that all required information is included, evaluation expert self-assessed the draft evaluation report using the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) tool<sup>27</sup> to ensure that all required information is included in the final report.

As it was explained in the previous chapter, the evaluation followed a participatory approach. Evaluation Reference Group participated in key stages of evaluation process: validation of evaluation methodology, data collection, presentation and validation of preliminary findings and validation of the final report. Gender disaggregated data were used where available.

The evaluation was implemented in four phases (Figure 3): Inception (initial consultations with UN Women team and documentation review, development of evaluation methodology and inception report); Data collection (documentation review, semi-structured interviews during data collection country mission, self-administrated questionnaires); Data analysis (data analysis, presentation of preliminary findings) and Reporting (preparation and presentation of the final report) and validation (by EMG and ERG).

**Figure 3: The evaluation process**



<sup>27</sup> UN Women, Global Evaluation Report Assessment and Analysis System (GERAAS), available at <https://www.unwomen.org/sites/default/files/2022-06/Evaluation-GERAAS-guidance-2021-en.pdf>

## 5. EVALUATION METHODOLOGY

### 5.1 Data collection

Methods of data collection used to build evidence base include: desk review (use of secondary data) and primary data collection through interviews, focus group discussions (FGDs) and self-administrated online questionnaire. The sample was purposeful, and reflected well the project partners, beneficiaries and other stakeholders.

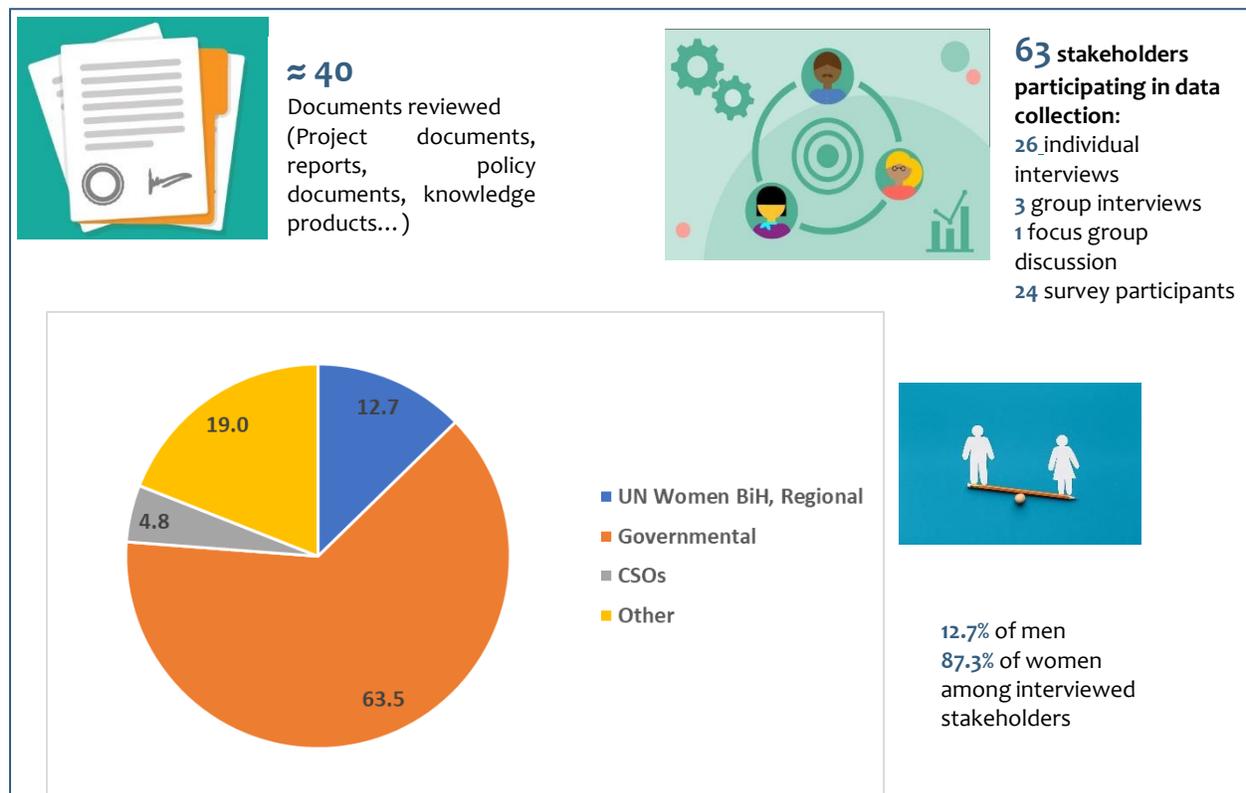
Methods of data collection:

- **Desk review** of project documents, project progress reports, project products, but also various governmental policy documents, policy and statistical reports, independent studies, data sets that provide secondary data on different contextual aspects, etc. (List of documents is presented in the Annex 3).
- **Individual interviews** were used with key stakeholders, representatives of institutions who were direct project beneficiaries, or other stakeholders that are relevant for obtaining contextualized picture on role, capacities of direct beneficiaries, with expertise on the EU accession, gender equality and specific situation in BiH, as well as stakeholders who can provide insights in complementarity of GEF project with other initiatives in BiH and broader region.
- **FGDs** were used with project team, and gender theme group of the UNCT BiH.
- **Self-administrated online questionnaires** were used with three types of project beneficiaries in order to measure the project results and project impact on the level of professionals, civil servants and institutional practices: gender focal points in institutions, representatives of coordination boards for the implementation of GAP, and IPA coordinators in institutions. Survey was posted online, with the mix of closed, open questions and questions with Likert scale metrics in order to measure the intensity of impact and satisfaction (see questionnaires in Annex 8).

Data were collected mainly face-to-face, during evaluation mission which included travel to Banja Luka and Sarajevo, as well as through online interviews with stakeholders and regular team meetings with project team. Part of the evidence was collected through online survey with representatives of gender focal points in institutions, IPA focal points and persons responsible for GAP implementation. In some cases the same person was nominated in two or even all three roles in their respective institutions, in which case they filled only one questionnaire. In total 63 informants provided information for the evaluation, majority were women and by type of stakeholders, majority were governmental stakeholders which were the main project beneficiaries. The full list of stakeholders participating in the evaluation mission is presented in Annex 4, while data collection instruments are presented in the Annex 8. Summary of data collection is presented in the Figure 4.

**Data analysis** was conducted using mixed methods. For the qualitative data analysis, a software MAXQDA was used. All interview and FGD notes were coded, and qualitative analysis was conducted along OECD/DAC criteria and evaluation questions. Quantitative data obtained from online survey were analysed using Excel.

Figure 4: Building evidence for evaluation



## 5.2 Evaluation criteria and key questions

The evaluation was conducted based on the OECD/DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability, as well as crosscutting issues of gender equality and human rights. The evaluation was guided by evaluation questions (Table 2) defined for each criteria, as presented in the following table. More detailed Evaluation Matrix is presented in the Annex 6.

Table 2: Evaluation questions

Evaluation questions	
<p><b>Relevance</b></p> <p>Checks if the project objectives, design and strategies respond to beneficiaries', country and partner/institution needs,</p>	<p>1. To what extent was the design of intervention and its results relevant to the needs and priorities of the beneficiaries?</p> <ol style="list-style-type: none"> <li>Was the choice of interventions relevant to the situation of target groups?</li> <li>To what extent key national partners and beneficiaries were involved in programme's conceptualization and design?</li> </ol>

<p>policies and priorities. The evaluation will observe both relevance in the time of the project design and “real time” relevance to ensure that it is sustained in the case of changed circumstances.</p>	<p>c. Is the intervention relevant for the situation related to gender equality in BiH and needs and priorities of women?</p> <p>2. To what extent the intervention is aligned with international obligations and national country priorities related to GEWE?</p> <p>a. To what extent the intervention is aligned with international agreements and conventions on GEWE, such as CEDAW, BfP?</p> <p>b. To what extent the intervention is aligned with the EU Gender Equality <i>Acquis</i>?</p> <p>c. To what extent the intervention is aligned with Agenda for Sustainable Development until 2030 and SDGs?</p> <p>d. To what extent the intervention is aligned with state and entity level priorities in GEWE, particularly as defined in the National Strategy for Gender Equality and GAP?</p> <p>3. To what extent the project intervention continues to be relevant for the situation of gender equality and needs of relevant stakeholders?</p>
<p><b>Coherence</b></p> <p>Looks at the internal coherence (UN Women strategy and other interventions), but also external coherence with projects and other interventions implemented by other development partners or other stakeholders.</p>	<p>4. Does the project contribute to the internal coherence of UN Women engagement?</p> <p>a. To what extent does the project fit within UN Women’s Strategic Plan and interrelated threefold mandate?</p> <p>b. Are there any synergies and inter-linkages between the project and other interventions of UN Women?</p> <p>c. To what extent UN Women in BiH has capitalized from GEF implementation in other countries and how UN Women has established synergies in terms of GEF implementation in the region?</p> <p>5. Is the project coherent with other interventions in the country?</p> <p>a. To what extent the project is in complementarity, harmonized and coordinated with the interventions of other stakeholders in the same context?</p> <p>b. To what extent the implementation of the project ensures synergies and coordination with Government’s and key partners’ relevant efforts, while avoiding duplications?</p> <p>c. To what extent are the interventions achieving synergies with the work of the UN Country Team?</p> <p>d. To what extent the project is aligned with the UN Development Partnership Frameworks?</p> <p>6. What is UN Women’s comparative advantage in BiH to implement this project?</p>
<p><b>Effectiveness</b></p> <p>Looks if and to what extent the intervention is achieving its objectives, how effective are the implemented strategies, what are the</p>	<p>7. To what extent have the expected results of the project been achieved at outcome and output levels?</p> <p>8. How effective were implementation strategies and approaches in achieving results?</p> <p>a. To what extent are project approaches and strategies innovative for achieving gender equality in BiH?</p>

factors contributing or preventing effective achievement of results.	b. What (if any) types of innovative good practices have been introduced in the programme for achievement of GEWE results?
	9. What are the reasons for the achievement or non-achievement of the project results? a. What were the positive factors, stimulating achievements of results? b. What were the project challenges and obstacles and how were they mitigated?
<b>Efficiency</b> How resources (financial, human, technical support, etc.) have been allocated, leadership and management functioning, factors that contributed or hindered timely delivery, how monitoring is used to improve performance of the project, etc.	10. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
	11. Has there been effective leadership and management of the project including the structuring of management and administration roles to maximize results? a. Where does accountability lie? b. Have outputs been delivered in a timely manner?
	12. How efficient was the monitoring system? a. To what extent are the project monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? b. To what extent was the monitoring data objectively used for management action and decision making?
<b>Impact</b> Looks to the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.	13. What are the areas of achieved or potential measurable impact of the Project on the target groups and beneficiaries across all its dimensions of empowerment (individual, collective and institutional / systemic)? Has project achieved any unforeseen results, either positive or negative? What results, for whom and why?
	14. Has the project contributed to the increased BiH compliance with the international GEWE commitments and EU GE acquis?
<b>Sustainability</b> Looks at the conditions established for the results to continue after the intervention completes and likelihood that they will be sustained. The evaluation will examine normative, financial, institutional, political and social aspects of sustainability.	15. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out? a) To what extent the intervention succeeded in building individual and institutional capacities of duty-bearers to ensure sustainability of benefits? b) How effectively has the project generated national ownership of the results achieved, the establishment of partnerships with relevant stakeholders and the development of national capacities to ensure sustainability of efforts and benefits?
	16. To what extent has the exit strategy been well planned and successfully implemented?
	17. To what extent has the project been able to promote replication and/or upscaling of successful practices?

<p><b>Human rights and gender equality</b></p> <p>This criterion looks at how gender equality and human rights were addressed by the project intervention. It also looks at gender and human rights intersectionality (vulnerability, poverty, disability, age, etc.).</p>	<p>18. To what extent has gender and human rights principles and strategies been integrated into the project design and implementation?</p> <p style="margin-left: 20px;">a. To what extent disability inclusion was integrated in project planning and implementation?</p>
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### 5.3 Limitations and risks

Key limitation is related to the withdrawal from project participation of the stakeholders in the Republika Srpska. Their perspective on the reasons for withdrawal, as well as experience with activities in which they initially participated was not fully captured due to the lack of readiness of the main project partner, Gender Centre of Republika Srpska to provide information during the evaluation mission. Information available in the Conclusion of the Government of Republika Srpska in June 2022 states that the Government of Republika Srpska is ‘informed about the project’ and that Government ‘does not accept further participation in the implementation of the project’, therefore considering ‘all documents produced within the project without explicit written consent of the mandated institutions of RS as non-compliant and all civil servants are obliged not to participate in the project activities’.<sup>28</sup>

As mitigation strategy data on withdrawal of RS stakeholders were collected from project team, other key stakeholders participating in the Steering committee and one conversation with the representative of the government of RS which was not classified as evaluation interview. The information gathered this way indicated very complex political disputes that mark the context in which the project is situated.

Responsiveness of other stakeholders was very good, and contributed to create picture on project implementation processes, achieved results and their sustainability from the diverse perspectives.

### 5.4 Ethical considerations

The evaluation fully complied with UNEG Norms and Standards for Evaluation and UNEG Ethical Code of Conduct.<sup>29</sup> It was conducted with integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the ‘do no harm’ principle.

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<sup>28</sup> Conclusion of the Government of Republika Srpska number 04-1-012-2-1882/22, 02.06.2022.

<sup>29</sup> United Nations Evaluation Group, Ethical Guidelines, available at <http://www.unevaluation.org/document/detail/102>

Focus groups, meetings and interviews were conducted with a tone of respect, openness, and rapport. Evaluator respected the rights of institutions, organisations and individuals to provide information in confidence. Before collecting any data, an explanation of the purpose and the intention of the evaluation was given to the respondents and explicit oral consent was sought. Findings are presented in this report respecting the principle of anonymity of the key informants. Actual names of participants are not included in the Report.

The evaluation expert has the final judgment on the findings, conclusions and recommendations of the evaluation report, and must be protected from pressures to change information in the report. It is important to note that if in the course of the evaluation process the evaluation expert identifies at any stage issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed.

## 6. EVALUATION FINDINGS

### 6.1 Relevance

Relevance criteria provides basis for checks if the project objectives, design and strategies respond to beneficiaries', country and partner/institution needs, policies and priorities at the time of the project design but also in current or future circumstances.

***Finding 1: GEF project in BiH is relevant for improved response of BiH to international obligations, particularly regarding CEDAW, Beijing Platform, Istanbul Convention, UN Security Council Resolution 1325 'Women, Peace and Security' and gender specific SDGs (5.1) and targets, as well as regarding national priorities as defined by the Law on Gender Equality and Gender Action Plan. Of particular importance is the alignment with the EU Gender Equality acquis due to the EU accession as a key national priority.***

**CEDAW.** As it was mentioned in the chapter on the normative context, BiH has submitted the Sixth Periodic Report to the CEDAW committee in 2018. In concluding observations, the CEDAW Committee, among other things expresses concerns regarding the slow progress over the past decade and 'insufficient efforts' made towards GEWE by the local, national and international stakeholders in this area, followed by the lack of sufficient human and financial resources (Conclusion 17.a).<sup>30</sup> It is noted that the monitoring and impact assessment mechanisms for the action plan were not established and the process of the development of Gender Action Plan was lacking meaningful participation of civil society (Conclusion 17. C). The GEF project directly responds to the recommendations of the CEDAW Committee related to two conclusions – to enhance gender equality mechanisms and to establish monitoring and assessment mechanisms for the gender action plan and provide information on the results in the next periodic report (recommendations 17 a, b, and d). The Seventh Periodic report is due in November 2023.

**Beijing Platform for Action.** The GEF project is relevant for the BiH obligations stemming from adoption of Beijing Declaration and Platform for Action, particularly for critical areas of concern related to Institutional mechanisms for advancement of women, but indirectly for all other areas as they are targeted by sectoral policies. Regarding the participation in BfP processes, BiH has submitted the Beijing +25 national report in 2019, confirming its commitments to this core international platform for GEWE. A part of report is dedicated to one of the 12 BfP priorities – increased institutional capacities for gender equality. By advancing capacities of the institutions from security sector, the GEF project also contributes to the implementation of the **UN Security Resolution 1325** and the third generation of National Action Plan for the implementation of the Resolution (2018-2022).

**Agenda 2030** is another international framework which was contributed by the GEF project, improving capacities of key stakeholders to develop and implement policies that will lead to the achievement of targets within the SDG 5 – Achieve gender equality and empower all women and girls. GEF project directly contributes to the SDG 5.c which requires adoption and strengthening of sound policies and enforceable legislation for the promotion of gender equality and the

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<sup>30</sup> CEDAW Committee, Concluding observations on the sixth periodic report of Bosnia and Herzegovina, p. 5 [https://tbinternet.ohchr.org/\\_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fBIH%2fCO%2f6&Lang=en](https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fBIH%2fCO%2f6&Lang=en)

empowerment of women and girls at all level. However, indirectly the project contributes to other SDG 5 targets (but also targets in other SDGs) through increased capacities of policy makers in designing and implementing sectoral policies which contribute to the GEWE.

**Istanbul Convention.** BiH submitted the first report to GREVIO in 2020. In recommendations delivered in 2022, GREVIO,<sup>31</sup> among other things proposes to BiH to enhance implementation of the Istanbul Convention and to align domestic legislation to the IC (recommendation no. 1), to ensure the coordination and implementation of policies on all forms of VAW and their independent monitoring and evaluation (recommendation no. 5), to ensure collection of systematic and comparable data on VAW (recommendation no. 6).<sup>32</sup> The project responded to these recommendations, through its actions focused on security sector as one of the six priority sectors.

**EU Accession.** In the context of progress towards the EU accession, the European Commission concluded that legislation on gender equality remains to be harmonised across the country and effectively enforced.<sup>33</sup> It is noted that greater involvement and political commitment needs to be ensured in implementation of Gender Action Plan, with clearly defined steps and milestones, tasks, and responsibilities. More participation of women in decision-making and in security and peace institutions was required, and effective mechanism of monitoring and accountability systems, adequate funding from the budget. It is noted that Gender Impact assessments are not carried out as required by law. It was emphasized that data collection needs to be improved to enable the development of sound policies targeting key gender gaps. To some of the listed recommendations the GEF project responded directly, particularly regarding the monitoring the implementation of GAP.

Finally, the GEF project responds to the all priorities defined in the Gender Action Plan 2018-2022:

- 1) Development, implementation and monitoring of the Programme of Measures for Advancement of Gender Equality within Governmental Institutions in priority areas (VAW, public life and decision-making, education, science, culture and sport, health, social protection and security),
- 2) Establishing and strengthening the system, mechanisms and instruments for the achievement of gender equality, including coordination and supervision of the GAP implementation, monitoring, strengthening institutional cooperation and raising awareness on gender equality,
- 3) Establishing and strengthening cooperation and partnership at regional and international level, as well as cooperation with civil society.

Regarding the priority 1, GEF project has contributed to the increased capacities of civil servants in line ministries for gender mainstreaming of sectoral policies, increased coordination and networking of the focal points for gender equality and with particular focus on six sectors which mostly correspond to the priority sectors defined in the GAP. Regarding the second priority goal, the GEF

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<sup>31</sup> GREVIO is independent expert body responsible for monitoring the implementation of the Istanbul Convention by Parties. It publishes reports evaluating legislative and other measures taken by the Parties to give effects to the provisions of the Convention. More at Council of Europe web pages, at <https://www.coe.int/en/web/istanbul-convention/grevio>

<sup>32</sup> Council of Europe, Recommendation on the implementation of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence by Bosnia and Herzegovina, 2022, <https://rm.coe.int/ic-cp-inf-2022-7-cop-recommendation-bosnia-herzegovina-eng/1680a952ab>

<sup>33</sup> European Commission, Bosnia and Herzegovina 2022 Report, <https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-10/Bosnia%20and%20Herzegovina%20Report%202022.pdf>

project has contributed directly to the coordination of implementation and monitoring GAP, through the network of civil servants responsible for GAP implementation in line ministries and other relevant institutions. Regarding the priority goal 3, the GEF project has contributed by initiating regional exchanges and increasing capacities of civil society organizations to participate in the EU accession related processes and access to IPA programming.

***Finding 2: GEF project in BiH by its design and implementation responds to the needs of targets groups, primarily governmental stakeholders at state and entities levels to increase capacity for gender responsive policy making and implementation, but more specifically to advance capacities to conduct reforms related to the EU accession in alignment with the EU GE acquis and to mainstream gender into the IPA programming.***

Evaluation evidence points to very careful and lasting process of project designing which involved key stakeholders from the very beginning. It started as initiative to replicate GEF project piloted in Albania, with needed adjustments, but through several years of discussion, negotiations and development of project design, the initial idea evolved into the version of the project as it was implemented. The dialogue on future project started between UN Women BiH office and EU Delegation in BiH. For EU Delegation as a donor, it was important that there is need and acceptance of such project among key governmental stakeholders. Initial discussion revealed there is need among state and entity level gender equality institutions. Further consultation processes included institutions in charge for the EU accession and coordination of IPA programming. Based on consultations, the final version of project was developed. The approved version of the project was still flexible to accommodate needs of various target groups, as their needs were very different:

- Agency for Gender Equality of BiH and entity level gender centres needed more capacities for engagement in IPA programming or supporting capacities of other stakeholders to integrate gender aspects in their IPA programming activities;
- Many governmental stakeholders did not have sufficient knowledge about IPA programming, and particularly knowledge on how to integrate gender equality in such programming;
- The institutions that bear key responsibilities in the EU accession planning and IPA programming, did not have sufficient knowledge about gender equality and gender mainstreaming in strategic planning and programming;
- Network of governmental stakeholders responsible for the implementation of GAP did not have sufficient skills or tools to properly monitor the GAP implementation;
- Statistical institutions need to improve gender responsive statistics as this is needed for all policy making, policy implementation monitoring, strategic planning and programming processes;
- The EU accession process requires participation of civil society, but the civil society organizations have very low understanding of the EU accession and IPA programming processes.

#### **NEEDS OF GOVERNMENTAL STAKEHOLDERS**

Some interviewed stakeholders indicated low competences for gender equality prior to the project participation. However, due to the years of raising awareness and capacity building of governmental stakeholders by the Agency for Gender Equality and Gender Centres of the entities, many stakeholders had at least basic gender awareness and competences (for example among 24 persons who participated in the evaluation survey only 2 had poor knowledge on gender equality before the project, while remaining 22 had from medium to high knowledge), but were lacking more specific knowledge on gender equality in strategic planning and programming.

*'I was gender aware before the project, but I did not know more concretely how to conduct gender sensitive analysis, or how to integrate gender in the project proposal. Therefore, the trainings were adequate for me.'*

Representative of the state level institution, female

Representatives of the institutions responsible for the EU integration processes and coordination of IPA funds expressed the lack of adequate knowledge on gender equality and gender mainstreaming. As they did not have guidelines or instructions on gender mainstreaming of IPA III that would be delivered by Brussels institutions, they needed the assistance of the Agency for Gender Equality which provided advice or peer review of programmatic documents.

Representatives of statistical offices also indicated the need to increase capacities for gender responsive data and statistics, which is crucial for gender mainstreaming of policies and programming. Statistical institutes also need support in enhancing capacities for the alignment with the EU statistics, including gender responsive statistics.

Needs for the project intervention were not only visible at the level of individual civil servants, but also as needs of the institutions, institutional structures which were non-existing or very weak in regard to the gender aspects of the EU accession and IPA programming.

*'We expected that some of the institutional prerequisites were already in place, such as sectoral working groups, communication procedures... We expected that we are entering a space where planning and programming mechanisms in regard to IPA funds have been already established, so we will just enhance existing structures and processes with (GEF) project. But what we found is – nothing. We literally had to start from the scratch mapping the relevant persons, initiating appointment processes, bringing some people to work together for the first time.'*

UN Women BiH representative

#### **NEEDS OF CIVIL SOCIETY ORGANIZATIONS**

With support of experts, the project team has conducted mapping and needs assessment of CSOs. The findings indicated very low level of knowledge on IPA programming and the EU integration processes. As much as 80% of 50 CSOs participating in the survey did not even hear about IPA III. Organizations were more aware of gender equality, but often also in a rather generic way. Based on such needs assessment, selection of CSOs was organized and trainings designed.

***Finding 3: GEF project in BiH continues and even becomes more relevant as BiH gained the status of the EU candidate country in December 2022, which will require increased competences and skills of governmental stakeholders to organize accession processes, procedures and reform policies in line with the EU GE acquis, and more knowledgeable civil society about the EU accession requirements in order to actively participate and monitor the EU accession processes.***

Bosnia and Herzegovina applied for the EU membership in 2016 and in December 2022 was granted with the EU candidate status on the condition to implement the steps specified in the Commission's October 2022 communication on enlargement policy to strengthen the rule of law, the fight against corruption and organized crime, migration management and fundamental rights. With BiH gaining

the EU candidate status, the GEF project becomes even more relevant as it will be needed to significantly increase the capacities of governmental stakeholders, but also civil society for their roles in the EU accession processes, with full application of gender mainstreaming as required by the EU gender equality standards.

The Financial Framework Partnership Agreement, which sets the legal basis of the implementation of IPA III (2021—2027) entered into force in December 2022. This document defines the position of NIPAC which coordinates IPA assistance in BiH. The operational structure has to be established in the following period. Besides the institutions mandated for sectors defined as strategic priority sectors (IPA III defines 3-7 priority themes in each of 5 programmatic windows and gender equality as cross-cutting theme), CSOs should also delegate their representatives in planning and programming structures. GEF project can significantly contribute to these processes ensuring the alignment with the EU gender equality acquis and effective gender mainstreaming of strategic planning and programming processes.

## 6.2 Coherence

Coherence criteria looks at the internal coherence with other UN Women initiatives or if the GEF project in BiH is complementary and capitalized from GEF projects in other countries in the Region of the Western Balkans. This criterion also looks at the external coherence, between GEF and similar interventions of other bilateral or international partners or domestic stakeholders in BiH.

### 6.2.1 Internal coherence

***Finding 4: Through GEF project, UN Women BiH implements its integrated mandate, particularly normative, and ensures complementarity with other initiatives focused on increasing capacities of gender equality mechanisms and other governmental stakeholders for gender responsive and the EU aligned policy making processes. In that regard, GEF project is complementary with interventions UN Women implements within the biannual work plan of the GRG portfolio.***

Through GEF project UN Women in BiH exercises its integrated mandate, particularly normative as defined by the UNEG: ‘the support to the development of norms and standards in conventions, declarations, regulatory frameworks, agreements, guidelines, codes of practice and other standard-setting instruments at the global, regional and national levels, including the support to the implementation of these instruments at the policy level, i.e. their integration into legislation, policies and development plans, and to their implementation at the programme level.’<sup>34</sup>

The GEF project is also aligned with the UN Women Strategic Plan 2022-2025<sup>35</sup>, contributing to three outcomes:

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<sup>34</sup> United Nations Evaluation Group Handbook for Conducting Evaluations of Normative Work in the United Nations System. <https://unsdg.un.org/resources/uneg-handbook-conducting-evaluations-normative-work-un-system>

<sup>35</sup> UN Women Strategic Plan 2022-2025, available at <https://www.unwomen.org/en/digital-library/publications/2021/09/un-women-strategic-plan-2022-2025>

- Outcome 1: A comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of all women and girls is strengthened and translated into gender-responsive laws, policies, and institutions.
- Outcome 2: Public and private financing advance gender equality through gender-responsive financing policies, strategies and instruments.
- Outcome 6: Gender statistics, sex-disaggregated data, and knowledge are produced, analysed and used to inform policymaking, advocacy and accountability for delivering gender equality and women’s empowerment results.

Project is coherent with outcome 1 through its focus on developing norms, standards on gender equality and their systematic implementation in development of sectoral policies, more systematic monitoring of the implementation of key gender equality policy (GAP), introducing GEWE standards in programming. In regard to the outcome 2 project has particularly contributed to the advancement of gender equality through use of IPA funds, while in regard to the outcome 3, GEF project contributed by supporting statistical institutions in improving gender responsive statistics and producing new or improved knowledge products (Gender Equality Index, and publication Women and Men in BiH).

GEF project is coherent with the Gender Responsive Governance biannual work plan of UN Women in BiH, particularly with regard to the two objectives:

- Ministry of Finance, line ministries and National Gender Equality Mechanisms have knowledge and evidence to make informed budgetary allocation towards GE in line with national and international commitments. Coherence with GEF project is found in relation to sector work providing gender mainstreamed strategies for which then budgetary allocations are made.
- Parliament and oversight bodies have capacities to monitor and advocate for gender responsive policies and budgets, in the aspect of complementarity with GEF project, as assumed by policies dealing with the EU integration and IPA.

***Finding 5: Coherence of GEF project is found at the regional level in exchange between UN Women teams in the countries of the Western Balkans. However, GEF projects are very country-centred and more coordinated action is currently not probable due to the differences in the EU accession dynamics and countries specific reform processes.***

UN Women team in Albania was the first one to implement GEF project and this opened room for other UN Women offices in the region to start negotiations with their national EU Delegations to implement their own GEF projects. These initial steps of the Albanian team were much appreciated by the UN Women team in BiH, as it provided important experience and advice in initiating dialogue with the EU Delegation in BiH and discussing the GEF project design.

Currently, there are several GEF initiatives in the region: Albania, BiH, Kosovo\*,<sup>36</sup> Serbia, North Macedonia. All GEF initiatives are financed through IPA, except for North Macedonia (because EU financing cycle did not allow, SIDA bridged the gap and financed GEF). Dynamics is different, so some countries implement the first, others the second and some even the third round of GEF. The

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<sup>36</sup> \* This designation is without prejudice to positions on the status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo Declaration of Independence

unifying principle is adoption of the EU Gender Equality *acquis*. According to some regional stakeholders with insight across the region GEF initiatives, GEF in BiH is distinctive in several ways. While all GEF projects in the region have strong focus on normative aspects, in some countries GEF projects also contain operational support aiming at empowerment of women in local settings. For example, in Serbia or Albania GEF project provides direct support to women's organizations for the economic empowerment. However, despite the fact that GEF project in BiH is fully focused on normative/technical support, without operational component, the coherence between GEF projects is notable. Another distinctive feature of BiH GEF is the link with Brussels on gender mainstreaming in the EU accession. According to the regional stakeholders, 'links with Brussels had the effect of strong leverage to increase the motivation and commitment of BiH institutions.' The project team and gender equality mechanisms understood that collaboration with Brussels bodies and stakeholders responsible for IPA programming could be used as a leverage to get higher commitment of the BiH stakeholders in line with their mandates and roles in the EU accession processes.

As perceived by the UN Women representatives from different countries in the region, there are many common issues that are, or can be addressed through GEF project. UN Women country teams cooperate through annual regional exchanges and through continuous exchange sharing documents, products in the joint online folder and organizing ad hoc consultations between two or more teams. However, currently the dynamics of the EU accession process is very different between countries and the lack of regional cooperation between EU Delegations in GEF countries limit the opportunities for more regional coherence. Another obstacle for more effective regional cooperation is the very bureaucratic nature of the project framework, as there are complicated administrative procedures which prevent fast reaction to the regional initiatives, such as initiatives driven by the ministries to organize in short notice regional meetings with a topic relevant for GEF.

Regarding the coherence with other UN Women regional initiatives, according to the representatives of UN Women GEF team, the project was designed and implemented with careful consideration not to duplicate elements of GRB project which is UN Women regional project implemented in BiH. It was noted that the lack of interaction with 'Implementing norms, changing minds' of the project was intentional, since care was taken not to enter the area of GBV. Also, the GEF project took care not to duplicate activities implemented through UN Women and UNDP joint project focused on women's political participation.

### ***6.2.2 External coherence***

***Finding 6: The interventions implemented through GEF project are aligned with other initiatives. While it directly strengthens horizontal and vertical coordination of gender equality mechanisms in implementation of national GEWE policies and gender mainstreaming the EU accession processes, it also implements UNSDCF BiH priorities, and it is complementary to various interventions implemented by other UN agencies, particularly UNICEF, FAO, and UNDP.***

External coherence was reviewed in regard to other interventions of UNCT BiH, other projects financed by EU and other international or national initiatives that are focused on gender mainstreaming of governance reforms.

### COHERENCE WITH UNCT

GEF project contributes to the achievement of results defined within the UN Sustainable Development Cooperation Framework 2021-2025 under priority ‘People centred governance and rule of law’. During focus group discussion with 9 representatives of UN BiH Gender Theme Group, information was shared pointing to the different examples of increased coherence and complementarity between GEF project and other UN initiatives. Some complementarity is related more indirectly to the sectors in which GEF project implemented priority activities (gender analysis and support to strategic planning), such as in the case of agriculture and rural development. In that sense, GEF project is complementary to the FAO projects implemented with the focus on strengthening economic position of rural women, including also elements of capacity building of rural women for political participation. There is also complementarity with other UNCT initiatives focused on improvement of the country’s statistics, particularly in regard to the gender sensitive data and statistics. There is complementarity between GEF project and projects implemented by UNICEF, focussed on gender responsive education, social protection as well as with UNFPA in the area of policies addressing GBV.

### COHERENCE WITH OTHER EU SUPPORTED PROJECTS

In addition to GEF project, there are currently around 10 projects finance by EU addressing the issues of gender equality or more specifically gender based violence. Representatives of the EU Delegation to BiH take care not to overlap the interventions but to link them in the way that can provide additional values. According to their opinions, GEF project is considered as the ‘backbone’ project, as fundamental pillar that supports all other projects. According to the EU Delegation representatives, GEF supports the Agency for Gender Equality of BiH and entity level Gender centres, which has the spill over effect on their supportive role in other EU funded gender equality projects. For the EU Delegation, it is clear that ownership of the activities implemented by project lies with the Agency for Gender Equality and gender centres, while UN Women is considered as instrument to deliver support in order to enhance their capacities.

From the EU perspective, there is no strategic partnership with UN Women at regional level, and no strategic cooperation between EU Delegations of the countries in the region, although there were some ad hoc initiatives for exchange launched by representative of the EU Delegation in Serbia. According to the same view, there is no visible coherence between GEF project and other regional project focused on GBV – ‘Implementing norms, changing minds’.

### COHERENCE WITH GAP BIH

Although GEF project directly supported monitoring of GAP BiH, the team was very careful not to overlap with FIGAP, particularly due to the fact that FIGAP donor (SIDA) has insisted not to duplicate interventions. Therefore, the GEF did not intervene in the GAP implementation which was financed through FIGAP, but supported methodologies and mechanisms for coordination of monitoring GAP implementation.

### *6.2.3 UN Women comparative advantage*

***Finding 7: The EU as a donor and other stakeholders recognize a series of comparative advantages of UN Women as implementing agency, including strong expertise for GEWE, ability to identify key priorities for intervention in regard to GEWE, developing horizontal partnering relationship with governmental counterparts in order to increase effectiveness in advancing gender equality, providing technical support and building up capacities of partners with authority, credibility, commitment and motivation of staff for alignment of their work with gender mainstreaming requirements.***

The following are recognized as key comparative advantages of UN Women to implement GEF project: the expertise for gender equality and empowerment of women, high gender competences, the ability to apply holistic approach, the cooperation with governmental stakeholders and capacity to bring initiatives to regional level in the area of GEWE. Various informants pointed to the gender equality expertise of UN Women as very strong and quite unique among international partners. UN Women engagement is perceived as holistic gender approach, not as additional or cross-cutting component of intervention. It is considered that when gender equality is primary perspective, then it enables stronger linkages between different policy areas at different levels of governance.

According to some regional stakeholders, UN Women is currently the only stakeholder in the region that works with gender mainstreaming of good governance agenda in the context of the EU accession. According to their observation, however, other stakeholders enter this area of intervention in the region in strategic manner, such as UNDP, World Bank, GIZ, SIDA, and it can be expected that UN Women has to strategize how to maintain its comparative advantage in this area.

### 6.3 Effectiveness

The effectiveness criteria identify if and to what extent the intervention is achieving its objectives, how effective project strategies were and what supportive and hindering factors were.

The achievement of results was assessed two months before project ending, meaning that some activities were still to be implemented. Based on such assessment it was evident that 70% of project objectives were fully achieved, some even exceeding the planned outputs, while it can be expected that the remaining results will be equally successfully achieved by the end of the project.

The assessment of the project achievements should be understood within the specific project implementation context marked by the withdrawal of the project partners and other stakeholders from the Republika Srpska. While withdrawal of the project partner could be in principle assessed as one of the project shortcomings, according to the evaluation approach taking into account very complex and fragile political situation in BiH, this withdrawal is understood as external contingency to which project did not have sufficient influence. Moreover, the evidence provided by project team points to the great effort invested in accommodating interests and desires of the project partner from the Republika Srpska, which were not sufficient to keep the partner engaged.

Regardless of the withdrawal of the partner from the Republika Srpska, project managed to deliver planned results, and the assessment of project results will not underscore the achievements due to the withdrawal of RS as this was understood as a (mainly external) factor, which project team tried to mitigate with various mitigation strategies but with no success as the decision of partner was out of their sphere of influence.

The effectiveness assessment results are primarily presented along the original project indicators framework using scoring symbols that indicate full or partial achievement of results or non-achievement. It should be noted that indicators framework is not fully optimal as it does not contain indicators for key outputs but more for activity level, some indicators are not sufficiently precise and some are missing baseline value, which makes difficult assessment of the progress (see more under

section on monitoring). For the assessment of effectiveness at outcome and output levels, simple marking system was used as presented in the Table 3.

**Table 3: Scoring symbols**

	Fully achieved
	Partly achieved
	Not achieved

### 6.3.1 Achievement of results

**Finding 8: Despite unfavourable circumstances, GEF has achieved majority of planned results and it can be expected with high probability that remaining results will be achieved by the end of the project, ensuring gender mainstreaming of six policy priority areas, and delivering new legislative recommendations, efficient performance of stakeholders regarding the gender mainstreaming of policies and IPA programming processes.**

The main outcome of the project, the capacity of gender equality mechanisms and key personnel mandated for European integration to perform their mandate efficiently is difficult to precisely assess as baseline values are missing. Namely, the outcome should be assessed against two indicators: one measuring the percentage increase of the gender mainstreamed sectoral policies (target is +15%) and the other measuring the number of recommendations for legislative improvements (six new recommendations). The project monitoring reports indicate that until the end of 2022 eight gender sectoral analyses of IPA Action Documents were conducted, and in addition, the gender mainstreaming of one cross-border cooperation programme between BiH and Montenegro, while also Action Fiche was submitted by the Agency for Gender Equality of BiH. Although due to the lack of baseline value and the total number of policies against which the percentage of gender mainstreamed documents could be counted is missing, the results indicate high achievements (Table 4).

Regarding the second indicator, project monitoring reports list five recommendations: recommendation to amend Law on Statistics (at state and entity levels), as well as amendments to legislation that will replicate in BiH state level and FBiH level practice already existing in RS, by which it is obligation to submit new policies and laws for review to Gender Centre, in order to ensure proper gender mainstreaming. This makes five out of six planned recommendations, which together with the previous indicator demonstrates high but not full achievement of project outcome. Having in mind output level achievements, it could be expected with high likelihood that project outcome will be fully achieved by the end of the project.

**Table 4: Assessment of the achievement of project outcome**

Effectiveness at outcome level			
Outcomes	Indicators and target values by 2022	Finding	

<p><b>Outcome:</b> Institutional mechanisms for gender equality and key personnel mandated for European integrations and gender equality perform their mandate efficiently</p>	<p><b>Indicator:</b> a) Percentage of sectoral strategic and programme documents that are gender mainstreamed and/or have gender specific sections b) proxy indicator for number of draft laws and by-laws aligned with the gender equality acquis: recommendations for legislative improvements</p> <p><b>Target value:</b> a) Baseline +15% b) Baseline +6</p>	<p>Due to the definition of the indicator (percentage), it is difficult to establish if target value has been achieved (total number of sectoral strategic and programme documents is unknown). However, evidence indicates significant achievements: gender analysis of 8 IPA Action Documents, 1 Cross-border Cooperation Programme between BiH and Montenegro were conducted and Action Fiche submitted by the Agency for Gender Equality of BiH.</p> <p>Observed by the second indicator (proxy) recommendations were made for three legal changes: to amend Law on Statistics by making statistical offices national data stewards, and to amend legislation in BiH and FBiH to introduce practice already existing in RS of obligatory submission of the new policies and laws to AGE BiH or FBiH for check-up in order to ensure the integration of gender perspective.</p>	
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Assessment of project results at the output level indicate high achievement of results. Counted against 16 project outputs, 81.2% of results were achieved by the end of the 2022. When counted against 28 indicators (achievement of some outputs is measured by several indicators), the achievement is at level of 67.9%.

Tables with detailed assessment per outputs are presented in the Annex 5 (Tables 5, 6 and 7). In summary, the output 1.1 which is related to the increased capacities of gender institutional mechanisms was achieved in the components related to the pre-EU accession capacity assessment, production of report on the state of the gender equality in BiH, and dialogues on gender equality with various stakeholders. Several components still remain to be completed, including the methodology and guidelines for monitoring gender mainstreaming in public policies, guidelines for gender mainstreaming of three second-round priority sectors and capacity building of their representatives, and establishment of pool of experts.

Regarding the output 2 related to the improved capacities of targeted institutions in BiH to include gender perspective, results are fully achieved in terms of number and outreach of workshops and production of the EU Guidelines approximation measuring report, while capacity building of the second-round priority sectors will be implemented in March 2023.

Interviewed stakeholders expressed significant contribution of the project to their understanding of gender equality in the EU accession processes and their capacities to incorporate gender aspects in their regular work. As demonstrated in the following table, civil servants who participated in the project capacity building, analytical and awareness raising activities, evaluated positively and relatively highly project contribution to their individual skills to perform duties in gender responsive manner due to new understanding of the EU gender equality *acquis*, gender mainstreaming in

processes that are implemented towards the alignment with the EU laws and standards. The participants in the online survey demonstrated already medium-level knowledge on gender equality prior to the project participation (average mark 3,5 on scale 1-5, where 1 is the absence of knowledge and 5 is excellent knowledge). As participants in the interviews explained, this pre-existing knowledge on gender equality was the legacy of more than a decade of investments in gender competences of civil servants and establishment of gender mainstreaming in institutional policy-making practices. As pointed out by various stakeholders, the role of Agency for Gender Equality and Gender Centre FBiH were clearly recognized as crucial in development of such capacities.

However, project has further contributed to specific knowledge and skills. The project contribution to the further advancement of the knowledge and capacities for gender mainstreaming of the policies and programmes (4.1) was evaluated with the highest average score, followed by the project contribution to the improvement of knowledge of gender equality in the EU accession and alignment with the EU gender equality *acquis*, and contribution to the improvement of GAP implementation and monitoring (both 4.0), while contribution to the capacities to gender mainstream IPA programming was scored with somewhat lower mark (3.8). Confirmed by the interviews, this is the least known area for many stakeholders, except those that are directly involved in the EU accession and IPA programming processes.

**Table 5: Self-assessment of the project contribution to the different types of knowledge and skills**

Aspect	Average score 1-5
Knowledge about GEWE prior to project participation	3.5
GEF contribution to improvement of knowledge on GEWE and GM in policies and programmes	4.1
GEF contribution to improvement of knowledge on GE in the EU accession, alignment with the EU GE <i>acquis</i>	4.0
GEF contribution to understanding of GE in IPA programming	3.8
GEF contribution to improvement of GAP implementation monitoring	4.0

Source: Evaluation online survey

Representatives of gender equality mechanisms and institutions mandated for the EU accession process particularly appreciated the two-day tailored workshop on the process of planning and programming IPA III assistance, which enabled them to work in small group, very focused on programming process, using Action Document and Action Fiche.

*‘There were high quality trainings. Particularly good was the training in Bjelasnica when we discussed further directions of action. It was great to have in one place gender institutions and EU integration institutions. It was not so formal, so that was the best workshop. It was highly needed to clarify who has which roles in programming, access to funds, who should do what in the next stages.’*

Representative of institution responsible for EU integration

The impact of trainings on individual knowledge and skills of other civil servants participating in the capacity building activities is more elaborated under impact criteria. Here, it is important to

emphasize that most of them were satisfied with trainers, topics and the methods of work (see more under project strategies).

*'Workshops were very good. We were not passive listeners, but we participated actively. It was good choice of trainers and moderators and we were able to share our experiences, to tell others what we are working on, what we know and what we do not know. We could say what is requested from us and we do not know how to deliver it.'*

Representative of Federal line ministry

Improvement of gender sensitive statistics, production of first partial Gender Equality Index by EIGE methodology and improved publication of Women and Men in BiH, were also indicated as the most successful results by many stakeholders.

In terms of learning, the study visit to Brussels was assessed as very effective by various participating stakeholders, as it enables them to find out more about the EU enlargement process, requirements for the candidate countries and the EU gender equality standards during the accession process.

Regarding output 1.3 which is related to the establishment and functioning of a system for monitoring and evaluation of the BiH Gender Action Plan, all results are fully achieved. However, entity level stakeholders indicated that monitoring process requires more complex coordination in the Federation of BiH due to the significance of cantonal governments that could not be fully addressed through this component of GEF project.

### ***6.3.2 Project strategies***

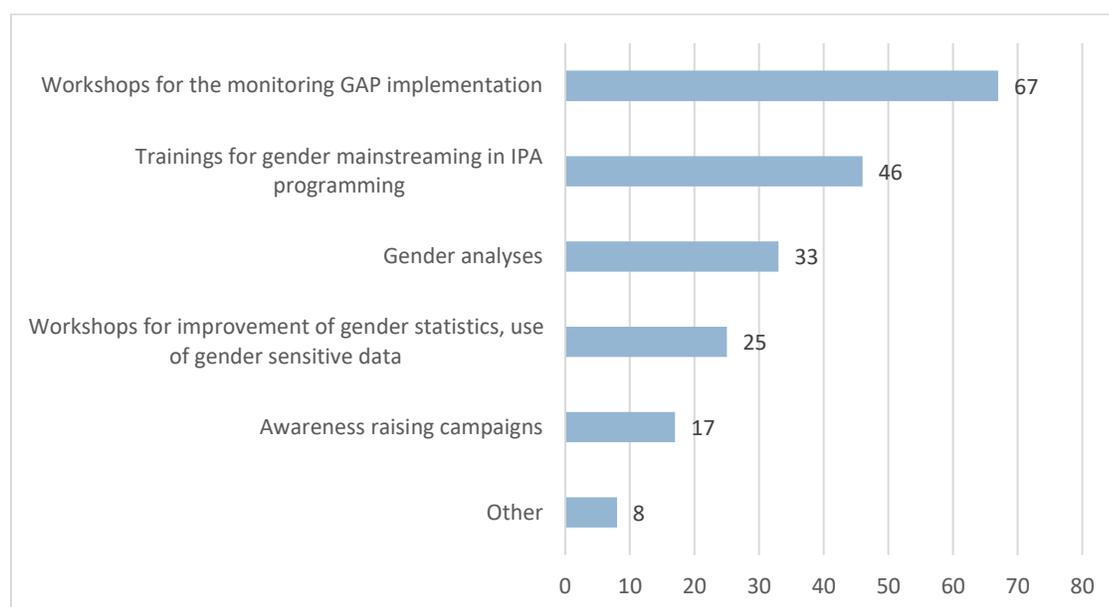
***Finding 9: GEF project was implemented combining diverse strategies which enabled achievement of results, but most importantly, the strategies were needs-based reflecting high responsiveness of the project and project team to the diverse needs of different stakeholders. Main dilemma identified among stakeholders is related to the right measure between wide scope, broad outreach, and in-depth work.***

Project was implemented combining different implementation strategies:

- Needs-based capacity building,
- Analytical strategies,
- Technical support tools,
- Improved evidence, statistics, data,
- Exchange, mutual learning, cooperation,
- Awareness raising.

Each strategy was designed in correspondence with specific aim and target group. Stakeholders participating in the evaluation online survey reported on the participation in multiple types of activities, as presented in the Figure 5.

**Figure 5: Participation in various project activities, %, multiple answers<sup>37</sup>**



Source: Online survey of the final evaluation, N=24

Needs-based **capacity building** was one of the core project strategies. According to the informants, usually several persons from one ministry would participate in the trainings. This is due to the fact that different persons perform roles related to gender focal points, IPA focal points and focal points for GAP implementation. However, it was indicated by many respondents from state and FBiH level ministries that effect of the participation in trainings could be greater if trained persons within same ministry would cooperate more afterwards. However, the common situation in line ministries is internal fragmentation and lack of internal cooperation.

Many interviewed stakeholders emphasized the usefulness and good quality of trainings and workshops. However, there were also opinions that civil servants are tired of frequent trainings for different areas, less motivated to participate in such events. These contradictory perceptions are based on the different experiences as some of the stakeholders had abundant experience with trainings while for others this was rather new.

One of the project intentions was to raise capacities of CSOs for the meaningful participation in the EU accession processes with contribution to the gender mainstreaming of these processes and their outcomes. The intention was built on the observation of UN Women regional experts that in many cases participation of civil society in policy making is formalistic, and that the same organizations participate in these processes. Therefore, the intention was to start to expand the circle of CSOs that participate in these processes, organizations with expertise and experience in different policy sectors, increasing their basic or even non-existing gender awareness in respective sectors. For this reason, the trainings were implemented with CSOs that are not typical women's or gender equality organizations, but more organizations working in various sectors, such as climate change, agriculture, social protection, small or social entrepreneurship, so they can gain skills for both

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<sup>37</sup> It is important to note that proportions are not necessarily exact to the real project participation, they only reflect the participation of the persons from the survey sample.

gender equality and the EU accession which will enable and motivate them to take more active role in strategic reforms within the EU accession processes.

However, interviewed representatives of civil society organizations participating in the training shared the opinion that trainings should be longer as both topics – gender equality and EU integrations were rather new for them.

Another important project strategy was to use **analytical activities, improvement of data and development of methodologies**. Of particular importance were sectoral gender analyses that are conducted for three sectors in the first stage of the project (agriculture and rural development, competitiveness and innovation, democracy and rule of law) as well as analyses that are currently in preparation for another three sectors (security, employment and climate change and environment sectors). Closely related to this strategy were two other complementary strategies – improvement of gender sensitive statistics and production of various methodologies, tools, guidelines that provide guidance beyond project implementation or among wider set of stakeholders. As a result of these strategies important products emerged, such as first Gender Equality Index for BiH, improved statistical publication ‘Women and Men in BiH’, and EU Gender Country Profile of BiH. These products are used as important evidence for policy making or for raising awareness on gender equality and respective situation in BiH.

Project has used several types of **exchange and networking activities**: interactive exchange during capacity building trainings and workshops, regional exchange between GEF teams, gender equality mechanisms, line ministries and other institutions. Participants in evaluation interviews found particularly important exchange and interactive work of the gender equality mechanisms and institutions responsible for the EU integration processes. Several interviewed stakeholders pointed to the importance of exchange between line ministries and statistical offices. Due to this exchange, civil servants in line ministries become more informed about gender sensitive data available for their sector, and the ways how to obtain data. At the same time, representatives of statistical offices indicated the importance of such exchange for their work, as they found new opportunities to obtain some data from data producers – ministries.

Overall, project strategies were not very innovative. In capacity building area, trainings were more traditional, but they were much needed for majority of stakeholders. The innovative strategies are more visible in the area of gender sensitive statistics and awareness raising, such as video clips based on the publication Women and Men in BiH. This was something that previously was not done.

#### **EMERGING DILEMMAS**

Two somewhat contradictory observations were found during the evaluation mission among interviewed stakeholders. One is related to the scope of the project capacity building activities. Some stakeholders shared the impression that project was too wide in scope, including too many stakeholders in trainings, workshops, while they would prefer more in-depth focus in specific sectors. This type of opinion was mainly expressed by the sectoral stakeholders who would like the type of support more tailored for their specific area. At the same time, other stakeholders expressed the opinion that project should include wider set of civil servants, including those from the cantonal level, particularly when it comes to their roles in implementation and monitoring GAP.

Second dilemma is related to the expertise. On one hand, many respondents were satisfied with foreign experts who participated as trainers, moderators, or consultants engaged in analytical or other work. On the other hand, some of the interviewed stakeholders would like to see more in-country expertise. There were opinions that experts can offer limited support because they are not

sufficiently familiar with the ways how public administration works and how policy making processes are organized. These stakeholders would like to see more of some kind of combined expertise of external and internal (institutional) expertise in concrete assignments (like gender analysis, strategic planning, and programming).

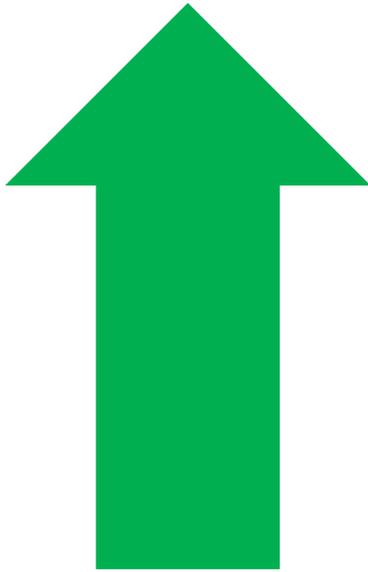
### *6.3.3 Factors of success and challenges*

***Finding 10: GEF project was implemented in extremely complex and fragile context. Project success was enabled due to high commitment of the UN Women and GEMs, willingness of other governmental stakeholders to learn about GEWE or IPA, to exchange with others and generally to improve performance in GE within the EU accession process. Positive effect was visible in terms of increased motivation after obtaining the EU candidate country status. Positive factors enabled successful achievement of results despite many challenges, including complexity of governance system, fragile political situation, particularly during elections, withdrawal of stakeholders from RS, fragmented institutions and COVID-19 restrictions in the first phase of the project.***

Basically, the overview of the supportive and hindering factors (Figure 6) indicates that main positive factors come from the internal project characteristics, while main hindering factors come from the very complex and fragile context. However, it would be wrong to simplify the complexities of the influencing factors. There are also some very important external factors that contributed to the successful implementation of the project: international obligations and national policy priorities in the area of gender equality, and new motivation of stakeholders raised with attaining the EU candidate country status. As it was already emphasized in the previous chapters, BiH is very responsible towards international obligations. It is the country in the Region of the Western Balkans with the most dynamic periodic reporting to CEDAW, one of the first countries that ratified Istanbul Convention and had previously the action plan for the implementation of the IC, one of the leaders in the region in the implementation of the UN SC Resolution 1325. In the context of such commitment, even if BiH was lagging behind other countries in the region in achieving the EU candidate status, there was high level of responsibility towards processes driven by international obligations, under the leadership of the gender equality mechanisms. This leadership role of the Agency for Gender Equality of BiH and Gender Centre of FBiH were many times emphasized by various stakeholders. At the same time, some of key stakeholders expressed regret for the withdrawal of the Gender Centre of Republika Srpska as its importance was clearly recognized. In addition to that, the status of the EU candidate country, which was awarded during the evaluation mission to Sarajevo, has visibly increased motivation of all stakeholders participating in the interviews at least in the short run.

Other positive factors included good combination of implementation strategies, which was already discussed in the previous section, high responsiveness of the project team to the needs and interests of different stakeholders, ability to navigate successfully through complex landscape of governmental stakeholders at different level and to build new and enhance existing partnerships. Good management, coordination and communication were emphasized continuously by different project participants, which will be discussed more under efficiency criteria. As one of the important factors there also appeared a very good understanding of the local context by the donor, recognizing the opportunities and being aware of limitations as well as being ready to accept project adjustments that were required in such project environment.

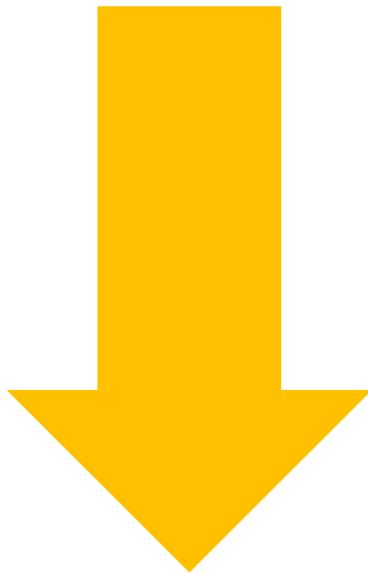
**Figure 6: Enablers and challenges**



#### ENABLERS:

- Alignment with national priorities in GE, international obligations and particularly the EU accession process
- New motivation raised with the EU candidate status for BiH
- Highly committed and competent GE mechanisms at state and entity levels
- Increased number of stakeholders willing to learn and contribute to GM in the EU accession process
- Combination of multiple strategies targeting multiple stakeholders
- High responsiveness of project team and highly needs oriented
- Building partnerships across stakeholders
- Good project management and coordination as well as communication with external stakeholders
- Donor's understanding of complexity and good will to adjust the project

#### Challenges



- Complexity of the governance architecture, a great number of stakeholders at different levels
- Complex requests, negotiations and final withdrawal of the GC RS and other RS stakeholders
- Fragmented institutions, lack of coherence and coordination between different mechanisms (i.e. GE focal points and IPA coordinators)
- Delays due to elections, fragile political situation and relations
- High turnover among staff in ministries and other governmental institutions
- Lack of sufficient expertise among local consultants
- Lack of gender disaggregated data
- COVID-19 restrictions

When it comes to the hindering factors, the complexity of administrative structure of BiH should be taken into account prior to any other circumstantial factors. Number of stakeholders, their complex roles, interactions, made project implementation more difficult than in other countries with more simple governance structures. This brings also very complex interplay of interests, requests, negotiations between stakeholders and, in the fragile political situation, marked by the lack of cooperation between state and FBiH on one hand and RS on the other, resulted with withdrawal of partner from the Republika Srpska. Various stakeholders reported on very difficult relations, tensions and disputes over issues such as visibility, position of logos, or similar issues that are not of the central importance for the project implementation. Different stakeholders emphasized as the most illustrative example of difficult relations between stakeholders the production of over 50 project memos, because there was a strong dispute where the logos of different stakeholders should be placed. This caused a waste of time, exhaustion of project team and disruption of the

atmosphere of cooperation which is very important for the successful implementation of the project with so many different stakeholders.

As one of the structural limitations, there appear fragmented institutions. Stakeholders from line ministries reported on the lack of cooperation between different sections inside the ministry including the lack of cooperation between representatives which are nominated in three different horizontal networks: network of focal points, network of IPA coordinators and network of GAP monitoring focal points. As important hindering institutional factors, there appear high fluctuation of civil servants in the line ministries and other governmental institutions, which disrupts continuity in project participation and undermines the sustainability of results.

As inhibiting factors, limited availability of gender sensitive data could be also identified, crucial for gender mainstreaming of policies and programming, as well as limited in-country expertise that combines knowledge on gender equality and the EU accession processes.

As additional external hindering factors, there appear elections held in the autumn 2022, prior to which the political atmosphere in the country was marked by high tensions and low attention paid to any other initiatives besides electoral campaigns, as well as COVID-19 pandemic which made more difficult implementation of project activities in the first phase preventing gathering and direct live exchanges, which are more effective than online events.

*'A lot of things are out of reach of UN Women team. Elections, lack of cooperation of RS. Many projects tend to take shortcuts, so they say - never mind if RS does not want to cooperate. GEF project did not want to take this shortcut, for the project team it was 'a must' to have them on board, otherwise they would count that they failed in their mission. GEF BiH navigated extremely well through this complex landscape, in a committed way, with a vision. This is very specific for GEF BiH. A lot of the work and knowledge that now comes out is anchored within the establishing partnership, extremely strong networking, bringing people on board.'*

Regional UN Women representative

## 6.4 Efficiency

***Finding 11: Small project budget comparative to other GEF projects in the region, particularly in such complex governance architecture and political situation, was efficiently allocated to achieve results. More than modest human resources were highly efficient due to good organization and by many stakeholders highly valued project leadership and coordination. Transparency, accountability and participative nature of the project was continuously granted through the work of Steering Committee and very good internal and external coordination.***

GEF project in BiH has the smallest budget in the region, and yet, it has to deal with the most complex administrative structure which poses higher burden of costs of all events that deal with appropriate representation of relevant institutions. Having this in mind, the evaluation has come to a conclusion that achievement of results with available funds was very good and available financial resources were allocated in accordance with planned activities and results.

Similarly to the financial resources, human resources of the project were tiny, including project manager, two project assistants/associates, with gap in the project team when one project associate

left for another position and the new one was not yet engaged. Despite modest human resources (in terms of number), and due to very good project management, coordination and communication, the project was efficiently implemented. There were certain delays because of the complex processes, but they were not significant as all planned activities would be completed in the year for which they were planned. Members of the project team have reported on very good cooperation due to very good project manager who created the coherent and quite 'horizontal' team. The support from the broader UN Women team was also evaluated as good and important, particularly in times of difficulties.

In order to better meet the needs of project partners and to adapt to dynamic and challenging context, a Steering Board was established. The members of Steering Board were representatives of the gender equality mechanisms, institutions responsible for the EU integration processes, EU Delegation in BiH (as observing member) and UN Women. The chairperson was the director of the main gender equality mechanism – the Agency for Gender Equality of BiH. Minutes of the Board meetings indicate extensive time being absorbed by the issues repeatedly raised by Gender Centre of the Republika Srpska prior to the withdrawal from the project. Minutes reveal the degree to which the project team and Steering Board tried to accommodate different requests and concerns raised without changing the project objectives, fundamental approach of the project. Despite all the efforts, and high level of project implementation transparency (all project activities were presented to the Board, including members from RS, all project documentation and information were shared with them), partner from the RS has decided to withdraw from the project.

The role of Steering board and continuous involvement of the board in the project implementation, decisions, challenges and mitigation strategies, ensured the project transparency and accountability, together with good communication within the project team, between the project team and Steering board and externally towards other project participants. What is of particular value of the project management and coordination is the continuous intention of the project team to ensure strong ownership over GEF with the Agency of Gender Equality that will lead the gender mainstreaming of the EU accession and IPA programming processes.

All interviewed stakeholders expressed high appreciation of the project management and coordination. Some of them describe communication of the project as exceptional, as they were very well and timely informed about project activities in which they did not participate. This way they could have broader picture on the project, beyond the activities in which they were directly involved.

*'I am grateful how project was implemented. It was different from other projects in which I had participated. This is the first project in which I was regularly informed about results and future activities. Information on media campaigns was shared. I felt so well informed like I was the member of the Steering board.'*

Representative of the ministry

Regional stakeholders who have insights in other GEF projects in the region and opportunity to compare specific implementation contexts, pointed to more complex and difficult situation with which GEF team in BiH had to deal. It is recognized that good project management and coordination was the key to overcoming numerous challenges.

*'Specificity of BiH GEF project is inseparable from administrative, political situation, geopolitical challenges of the country. Also, it is loaded with the legacy of the past that strongly impacts the way how people think about such work. Every*

*GEF is challenging in every country, but in BiH it is the most challenging. There is so much complexity, governance structure, everything has to be thought three times, not once, you cannot speak about the national level, and you have to create links. When you have to mainstream complex issue in such a structure it becomes even more challenging. Most colleagues are oblivious to that, because they are not aware of governance structure complexity in BiH. It is not understood that everything has to be translated in three languages and then you have power struggle, competition. If you compare the level of effort invested in order to achieve anything, it is much bigger in GEF BiH than any other GEF. The load on the team is bigger than in other GEF teams. The other thing is that it would be good to understand that it is needed 2-3 times more time than for other GEFs. The problem is that projects are considered as similar and country specificities were not taken sufficiently into account. They warned of it during negotiations, but it was not accepted. Donor wants to have this kind of approach. EU Delegation to BiH understands that, but still they could not apply completely the different frame for BiH.'*

Regional stakeholder

**Finding 12: Project monitoring was firm, although based on too complex and not optimally precise and consistent indicators framework. However, monitoring and reporting was of great quality and providing good ground for improvement of next stages of implementation, final evaluation and planning of the next cycle of GEF project.**

Project logical framework has too many outputs which are often measured by several indicators, creating very complex monitoring framework. Namely, the result framework contains three main outputs for which indicators are not defined. Instead, the indicators are defined at the level of 16 outputs-activities whose achievement is measured by 28 indicators. Some indicators are not sufficiently precise. For example, the indicator 1.1.2b Guidelines and methodology for monitoring and progress measurement does not specify which guidelines and what precise monitoring. In other cases target values do not correspond to the indicator. This is, for example, the case with indicator 1.3.2 b which measures the number of gender indicators aligned with Eurostat methodologies but sets as a target value 'analysis of current state of play in the area of gender responsive statistics and providing recommendations for introducing a unified approach'. For some indicators baseline values are missing, so it is difficult to measure the achievements, which is the case with outcome indicators.

Despite sub-optimal monitoring framework, the monitoring of the project implementation was very good and reporting to the Steering Board and donor regular and very detailed. The Interim reports submitted to donor in 2021 and 2022 present abundant information about project activities and results, demonstrating high achievements and careful recording of the implementation processes and their results.

## 6.5 Impact

**Finding 13: It is too early to assess full impact of the project but processes have been initiated and are visible: gender equality mechanisms can perform effectively their role in the EU accession and IPA programming processes, foundation for new institutional practices for GM are set, and new relations have been established between gender equality and IPA mechanisms. In addition, as a result of the**

*project some new initiatives were launched with new partnerships and focused on further alignment of domestic laws and policies to international frameworks, statistical institutions produced new knowledge products that provide evidence for policy making and monitoring, and gender mainstreaming of sectoral policies has been increasingly applied in policy making. However, impact is more visible at individual level and evaluation evidence did not provide signs of stronger institutional impact, except in project contribution to the GAP monitoring, where the network was already established.*

It is still premature to assess project impact which is envisaged as increased BiH compliance with international gender equality commitments and the EU gender equality *acquis*, as the project has not yet been completed. Based on the evaluation evidence, it can be concluded that so far the project has had broad outreach but 'shallow' impact. A large number of different activities was implemented with a large number of stakeholders, changes are visible at the individual level of participating governmental and non-governmental stakeholders, but this has not been yet translated to higher level, institutional changes in terms of new structures, practices, methodologies. Evaluation evidence points that the GEF project has undoubtedly contributed to the foundation for improved compliance of BiH with the international gender commitments and the EU gender equality *acquis*, but the final effects are not fully visible.

Project has equipped gender equality mechanisms with capacities to participate in the EU accession processes and to support other stakeholders to perform their work in these processes in line with the EU gender equality *acquis*. Regarding the other aspects, the impact can be more described in terms of initiation of some processes, particularly those related to gender mainstreaming of the EU accession and IPA programming, and as contribution to already existing processes related to the GAP implementation and monitoring, improvement of gender responsive statistics and further increased capacities and applied gender mainstreaming in broader policy making. As these are long term processes and institutional changes are much more complex than to be influenced by the project, it is difficult to expect higher level impact on institutional and inter-institutional practices and procedures. On the contrary, project had visible impact on individual civil servants who participated in the project activities and who presently perform specific roles related to the gender mainstreaming in policies, IPA programming and monitoring GAP implementation.

GEF project did not succeed, up to date, to translate increased individual capacities of governmental stakeholders into more systemic institutional capacities and new regular practices that would ensure gender mainstreaming in reforms related to the EU accession and IPA programming. According to some stakeholders, the project had to rely more on the individuals from institutions, and not institutions as complex entities. Although 66.7% of participants in online survey reported to have been able to apply newly acquired knowledge and skills in their regular work, the evaluation evidence, at least so far, has not indicated significant changes in institutional structures or practices. Rather, there are examples of the impact on individual institutions in very limited scope. Such examples include the new cooperation and project implemented by several ministries with the aim to improve the alignment of domestic laws and protection mechanisms in the cases of GBV, gender mainstreaming of internal organizational documents enabling more systematic gender mainstreaming in policies and programming, gender mainstreaming of employment measures and measures in support to entrepreneurship, gender mainstreaming of procedures and rules for recruitment of personnel in armed forces, gender analysis in several sectors, drafting of the new gender mainstreamed Strategy for Agriculture and Rural Development, etc.

Among the remaining 33.3% of respondents who indicated that they were not able to apply new knowledge and skills, different reasons were listed. In some cases, according to their opinions, due

to the fact that higher ranking stakeholders from the ministry did not participate in the project activities, resulted in the lack of understanding of the importance of gender mainstreaming in their mandated roles. Also, the ‘traditional’ fragmentation of the line ministries was mentioned as important reason, where different departments and different civil servants, including those that are delegated as gender or IPA focal point or persons responsible for GAP implementation, do not cooperate between each other within the same ministry. Some participants in the survey pointed to stalled processes due to the elections in autumn 2022 which limited their opportunities to perform policy work or programming in new ways, as these processes were delayed. Project so far has not had strength to initiate changes in such deeply rooted structures and practices. However, the activities of exchange, cooperation, interaction between stakeholders operating in the same sector or between those that work in different sectors once more increased awareness on the need to introduce more organic cooperation within ministries and between sectors, particularly in the EU integration processes.

*‘You cannot implement (new knowledge and skills) if your supervisor does not want to implement it. You can insist, but you will be just frustrated if there is no will. Project could not achieve spill over from individual civil servants to institutions. That was not possible, so the impact is low. Like a needle in the haystack. Project should be designed to achieve haystack.’*

Representative of a state level ministry

When it comes to the institutional impact, if not visible among line ministries and other institutions related to roles in executive power, it was visible in regard to the country statistical institutions. Improvement of gender statistics and new capacities to produce Gender Equality Index or improved version of Women and Men in BiH was the clear sign of good project impact.

#### **UNFORESEEN RESULTS**

According to project team, the unforeseen project result is very high motivation of some of the governmental stakeholders to use new knowledge and to launch new initiatives. Also, it was unexpected that participants would continue to inform project team about their new initiatives beyond the project engagement which were launched due to new motivation, knowledge or partnerships generated through GEF. Participants in the evaluation interviews confirmed this finding. Some GEF governmental stakeholders who participated in the capacity building activities initiated designing new projects from IPA funds with new partners, due to the connections established during new projects (for example Agency for Preschool, Primary and Secondary education). Others launched new initiatives to impact legislation to improve prevention and protection of women from GBV in line with Istanbul convention at cantonal level (FBiH Ministry of Internal Affairs). As unexpected positive result, there are also new partnerships and exchange between statistical institutions and ministries which are data producers. Project participation has revealed data sources that were previously not familiar to statistical institutions due to the absence of regular cooperation between statistical institutions and data producers focused on improvement of gender responsive statistics.

## **6.6 Sustainability**

***Finding 15: The odds to ensure the maintenance of results and even to expand further them are good primarily due to the newly acquired EU candidate status which will require further gender***

*mainstreaming of all reforms in the negotiation processes, but also due to the strong ownership of the results and high initiative by the Agency for gender equality and Gender Centre of FBiH. Their authority in GEWE and gender mainstreaming are highly recognized among stakeholders, provide good grounds for maintenance of results and further advancements. The sustainability and further advancements in gender sensitive statistics are also very likely due to the alignment with Eurostat and EIGE which is on the way to the EU accession. Factors that can undermine sustainability are political disputes, high fluctuation of public administration staff, particularly those that are nominated as IPA, GAP or GE coordinators, too slow establishment of infrastructure for the EU negotiations and slow reform processes.*

Despite the complex country context and many challenges, information gathered during the evaluation indicates the set of positive factors that will support sustainability of results and even their further advancement. One of the key stimulating factors is the EU candidate status which will motivate political will and continuous commitment to align policies and programming with the EU standards, including in the area of gender equality. Increased motivation of governmental stakeholders was visible during the evaluation mission, but the maintenance of such motivation will depend on the speed of further EU accession processes. Establishment of new structures, procedures, use of guidelines, methodologies produced by the project and application of knowledge and skills will influence the level of engagement of stakeholders who had the opportunity to increase capacities for gender mainstreaming in the EU processes. This could be also favourable environment for transfer or upscaling the new knowledge, skills and methodologies from individual to institutional level.

The ownership over project results and high readiness to continue with the next GEF project is very clear on the side of the Agency for Gender Equality, supported by good cooperation with the EU integration responsible institutions. As evaluation evidence points, the building up GEF ownership among AGE was not straightforward. There were certain discontinuities in good practices of cooperation related to selection of consultants. Namely, at one point, previously more jointly conducted recruitment was closed (also upon instruction of the regional office), and AGE did not have the same influence on selection of consultants, which undermined their sense of ownership. According to UN Women representatives, this was a good lesson that provides guidance for the next stage, on how to maintain and further develop AGE ownership and good cooperation with UN Women as agency that provides support in implementing GEF project.

Another factor that provides good ground for sustainability is a recognized leading role of the AGE in the area of gender mainstreaming and already established cooperation with key governmental stakeholders, as well as networks of gender equality focal points and GAP coordinators. These structures could significantly contribute and make easier processes related to gender mainstreaming of the EU accession processes.

Requirements for the alignment of BiH statistics with Eurostat and in the area of gender equality with EIGE will also provide significant impetus for sustainability.

Factors that can undermine sustainability of GEF project results include:

- time gap between this and next project cycle, particularly in the light of the IPA 2023 dedicated for support in energy support package,<sup>38</sup>
- lack of political will of stakeholders with vested interests in current situation,
- slow and ineffective establishment of structures and procedures through which the EU accession reforms will be conducted,
- high turnover of civil servants which poses challenges for maintenance of the competences and institutional transfer of knowledge,
- political instabilities and fragilities which delay, or even cancel reform processes.

***Finding 16: GEF project has great potential for replication and upscaling. The EU accession processes will require GE and IPA expertise among broad sets of governmental stakeholders at all levels and therefore, capacities as well as methodologies and tools that enable stakeholders to learn and apply new skills could be further used in various directions: to involve larger number of staff of the ministries, to include new sets of institutions, to include lower level of governance, particularly cantonal level.***

GEF is the type of the project that bears huge potential for replication and upscaling. In the area of intervention focused on capacity building there are many replication opportunities:

- to conduct refresher trainings or trainings that will expand or strengthen the competences
- to expand the outreach including more employees from the same ministries
- to disseminate learning material to broader circles of civil servants, including those on the lower level of governance, such as cantonal or local level.

Many stakeholders emphasized the need to use different, innovative, capacity building strategies, such as coaching, mentoring, on job learning or learning by doing, as well as to replicate beneficial study visits.

Replication is needed also in regard to the sectoral gender analysis and particularly in the times and within the processes when new strategic framework for the sector or legislative changes are in process. In that area project has also great potential for upscaling, by defining methodologies, guidelines and organizing procedures that could be applied or integrated at the systemic level, in the structures and processes of the EU accession related reforms.

***Finding 17: Project exit strategy is basically planned as new project cycle. However, due to the IPA 2023 commitment to support in energy supply, probably the continuation will be somewhat postponed.***

GEF project intervenes in the area of policy making that cannot be changed overnight, particularly in such complex and sensitive context. Therefore, the project team together with partners did not plan exit but continuation strategy. The next GEF project is already discussed by UN Women, AGE, both gender centres and all relevant institutions with the EU integration process in their mandate. The willingness to have stronger country ownership through more central implementation role of AGE was emphasized during the evaluation.

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<sup>38</sup> Commission Decision the IPA 2023 is focused on the Energy Support Package [https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-12/C\\_2022\\_9158\\_F1\\_COMMISSION\\_IMPLEMENTING\\_DECISION\\_EN\\_V4\\_P1\\_2395169.PDF](https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-12/C_2022_9158_F1_COMMISSION_IMPLEMENTING_DECISION_EN_V4_P1_2395169.PDF)

## 6.7 Human rights and gender equality

*Finding 18: Project is fully committed to gender equality and it is grounded in human rights approach. The implementation was aligned with the disability inclusion principles, but the limited budget restrained opportunities to apply more diverse approach to the disability inclusion tools in designing and dissemination of key project products.*

Gender equality is very central to the GEF project, as well as human rights centred approach. However, project did not have specific focus on social inclusion, or on specific social groups, except in the cases of specific analyses or policies.

GEF project was implemented taking care of the UN Women disability inclusion principles to the extent that it was feasible within the available budget. Promotion of the Gender Equality Index engaged sign interpreters. Communication and visibility materials were designed in the way that accommodates needs of persons with sight difficulties. However, more systematically applied disability inclusion tools were not possible to include, due to the limited funds. Even translation to three BiH languages was not possible due to the stretched funds, which project team used also to avoid traps of formalistic accommodation of interests of different stakeholders and using interchangeably local languages as leverage of more cohesion in the project participation or reception of project results.

## 7. LESSONS LEARNED

GEF project was the first project of that kind in BiH and has enabled stakeholders to learn from it, providing better foundation for the next project, as well as other similar and complementary projects.

**Early involvement of key institutions, project partners is very important for ownership.** GEF project was initially negotiated with the EU Delegation and national partners were included in the design at a later stage. Although the project was designed with significant flexibility taking into consideration complex relations between governmental stakeholders at different levels of governance, it could not accommodate competing interest. Besides, the interests of some stakeholders were sometimes not clear and sometimes were out of project scope and rules, so it was difficult to accommodate them. GEF project demonstrated that the early involvement of the key project partners is essential significance for the project success, but at the same time, there has to be clear leadership from the beginning in order to avoid disruptive forces of conflicting interests.

**High involvement of Steering committee** proved as very good practice, enabling the ownership of partners and key governmental stakeholders, as well as transparency and accountability of the project.

**Inclusion of high level positioned representatives of institutions could enable translation of impact from individual to institutional.** As evaluation found, the lack of commitment and understanding of higher level ministerial personnel could be an obstacle for stronger project impact at institutional level. Therefore, the project could benefit from the stronger involvement of higher positioned ministerial personnel, which does not have to be in terms of workshops and trainings, but other

format of exchange that will at the same time provide needed information, generate their commitment and recognize their importance for the gendered EU integration processes.

**Continuous communication, well informed stakeholders** was one of the broadly recognized value of the project. Using different communication formats, traditional, social media, but particularly bulleting that directly informs stakeholders on the project activities and results, is something that should be continued.

**Innovative capacity building methods are appreciated and more attractive for stakeholders.** As project participants indicated, some other format than traditional trainings and workshops could be more suitable for them and more effective. Small groups on training, thematically close, very interactive, less formal, but also coaching, mentoring, learning by doing, or online learning.

**Sectoral approach is very good choice** as it enables the in-depth focus on gender mainstreaming of sectoral policies, generating more knowledge and skills among respective governmental stakeholders, but also providing very important results. It is good when selection of priority sectors coincide with ministerial plans in drafting programs and strategies.

**More time is needed.** Project time frame should be adjusted also to the stages in the EU accession and strategic framework for gender equality, but in any event, the project would benefit from the longer time frame.

## 8. CONCLUSIONS AND RECOMMENDATIONS

### 8.1 Conclusions

**Conclusion 1 (findings 1-3):** GEF project is and has been increasingly relevant, with BiH achieving the EU candidate country status in December 2022, which creates even stronger needs among governmental, but also non-governmental stakeholders to learn about gender equality in the EU integration processes and to have capacities and tools to perform their work related to the EU integration in line with the EU gender equality *acquis*. The relevance of the project is also visible in regard to the BiH international obligations stemming from key gender equality conventions (CEDAW, Istanbul Convention), platforms (Beijing platform for action), resolutions (UN SC Resolution 1325, 'Women, Peace and Security), and Agenda 2030. These processes require competent governmental stakeholders with adequate gender competences, but also with methodologies, procedures and structures that can ensure that gender mainstreaming will be systematically implemented in all policy processes related to the EU accession and mentioned international obligation. At the same time, the GEF project is relevant for the national gender equality policies, overarching, such as GAP, but also gender equality priorities in sectoral policies at all governance levels. Finally, GEF project responds to the needs of civil society organizations which have not been sufficiently involved so far in the EU integration processes, and which need increased capacities to the gender equality, and/or the EU integration processes and alignment of domestic laws and policies with the EU *acquis* in the respective sectors in which they operate.

**Conclusion 2 (findings 4-6):** GEF project is unique project by its focus on gender mainstreaming of the EU integration processes. It is fully in line with UN Women strategy, but coherence with other initiatives is not very strong. The most relevant interlinks are found with regional GRB project implemented in BiH. Regional coherence between GEF projects is still at relatively low level despite exchange and mutual learning. Although there is certain level of complementarity between

GEF and other UN Women projects, as well as other projects implemented by UN agencies, it could be concluded that GEF project is quite unique and currently there are no other projects that can generate stronger synergy with GEF project. In terms of regional coherence between GEF projects, the exchange of experience, knowledge, lessons if present, the projects are very country centred as they are in different stages of the EU accession. Also, there is no support to the regional processes in GEF area that will come from firmer cooperation with the EU Delegations in the respective countries.

**Conclusion 3 (findings 7, 15, 17): UN Women has comparative advantage for implementing project like GEF, but there is strong tendency to generate/transfer ownership to main gender equality mechanism – Agency for Gender Equality. Opportunities and limitations to that intention are defined by political will in the country, capacities of AGE but also UN Women rules and procedures in terms what could be influenced by stakeholders and where is the discretion of project teams.** Stakeholders recognize a series of comparative advantages of UN Women as implementing agency, including strong expertise, ability to identify key priorities, developing partnership relations with governmental counterparts, providing quality technical support. However, having in mind the nature of the EU integration processes which should be aligned with the EU gender equality *acquis*, and building capacities of national stakeholders to perform such tasks, the intention of UN Women team is to act more as supportive partners while generating strong ownership among key governmental stakeholders.

**Conclusion 4 (findings 8-11): Project included many different lines of intervention with sets of different activities, involving big number of stakeholders that are not always easy to mobilize, but it was effectively implemented despite very complex and difficult circumstances marked by political fragility, slowed processes due to long negotiations, difficult requests from some project stakeholders, and also COVID-19 related limitations.** Part of the project success in terms of effective implementation is due to multiple project strategies which were carefully designed and adjusted to the needs of stakeholders, but also due to very good project management and coordination, which enabled to achieve results with relatively small budget, which succeeded in navigating among complex landscape of stakeholders and which implemented the project with high transparency and accountability. While capacity building strategies involved the largest number of project participants, interviewed stakeholders recognize as the most prominent project results, in addition to increased knowledge and skills, the advancement in gender sensitive statistics which resulted in Gender Equality Index and improved Women and Men publication, study visit to Brussels and regional exchanges.

**Conclusion 5 (findings 11, 12): GEF project monitoring framework is sub-optimal, but monitoring processes were very punctual, precise and good quality.** Reports from monitoring project implementation contain abundance of detailed information, ensure project transparency. Communication activities contributed to the visibility of the project and kept stakeholders informed about implementation and results.

**Conclusion 6 (findings 13-15): It is too early to estimate impact of the project, but evaluation evidence points to broad outreach and shallow impact, with high likelihood that in the future initiated processes could become more prominent, mainly due to the EU accession and the need to further establish structures, methodologies and procedures for gender mainstreaming in the EU accession.** GEF project impact is visible in regard to the increased capacities of gender equality mechanisms for the EU accession policy processes. Regarding other aspects, the impact can be more described in terms of initiation of some processes, particularly those related to gender mainstreaming of the EU accession and IPA programming, and as contribution to already existing

processes related to the GAP implementation and monitoring, improvement of gender responsive statistics and further increased capacities and applied gender mainstreaming in broader policy making. To date, the project has not succeeded in translating these increased individual capacities into more systemic institutional capacities. However, it can be expected that with establishment of new structures (working groups), methodologies and procedures which will carry on the EU accession, it can be expected that achieved results will sustain and even be expanded.

**Conclusion 7 (findings 17-18): Project has huge potential for replication and upscaling, which can be used for the next GEF project that is currently planned.** Replication potential is present regarding the capacity building of broader circles of stakeholders, or by expanding or increasing their knowledge in some areas relevant for policy making and programming in the context of the EU accession, or as replication of sectoral analyses and guidelines for sectoral gender mainstreaming. The potential for upscaling is also high as methodologies, tools for gender mainstreaming in the EU accession policy making and programming could be brought on the higher level for overall processes.

**Conclusion 8 (finding 18): GEF project was centred on gender equality, and it was aligned with UN Women human rights approach and disability inclusion standards.** GEF project was implemented taking care of the UN Women disability inclusion principles to the extent that it was feasible within the available budget. Public promotions, such as promotion of the Gender Equality Index or Women and Men in BiH engaged sign interpreters. Communication and visibility materials were designed in the way that accommodates needs of persons with sight difficulties. However, more systematically applied disability inclusion tools were not possible to include due to the limited funds.

## 8.2 Recommendations

The recommendations are developed based on the analysis of findings, conclusions, lessons learned and suggestions collected by key informant interviews as well as during the presentation to EMG. They are designed in line with the GERAAS criteria, presented as operational actions, with estimated level of priority and key steps for implementation. Recommendations were validated by EMG and ERG.

**Recommendation 1 (findings 1-2, 4-6, and 17-18; conclusions 1, 2, 7): Support increased country ownership over GEF project.**

High priority

Possible actions: Early pre-design dialogue between key stakeholders, gender equality mechanisms and institutions responsible for the EU integration, in order to design project in line with their needs, and create sense of ownership with clear leadership at the same time.

**Recommendation 2 (findings 8-11; conclusions 4): Discuss among project partners and decide on the key aspects of project design that are currently viewed differently by different stakeholders:**

High priority

Possible actions:

- Discuss and decide if project shall retain focus on normative/technical support, or also include operational component which is usually justified as component which delivers ‘more tangible results’.
- Keep focus on gender mainstreaming of the EU accession related policy making and IPA programming.
- Discuss dilemma related to scope versus depth of the project: whether project includes broader circles of stakeholders (more representatives of ministries, cantonal or local levels), or it should be designed to support more in-depth sectoral work with gender analysis, gender mainstreaming of policies, providing capacity building, guidelines and other forms of support to selected sectoral stakeholders.
- Discuss how civil society are included, since their role in the EU related policy making is required: whether this includes capacity building of women’s and gender equality organizations for the EU processes, or the focus is kept on the NGOs with sectoral focus, or both with the adequate balance.
- Agree together with the Agency for Statistics of BiH on the roadmap of the support for further improvement of gender responsive statistics that will be aligned with their synchronization with the Eurostat statistics.

**Recommendation 3 (findings 9, 17; conclusions 4, 7): Be creative in capacity building strategies, go beyond ‘traditional’ trainings and workshops:**

Medium priority

Possible actions:

- Conduct needs assessment for capacity building among governmental stakeholders and explore forms of capacity buildings that will be more suitable for them.
- Design online trainings with concrete examples and guides, step-by-step, or similar tools that will enable stakeholders to use it according to their needs, to return when needed and to adjust dynamics of learning to their time and work focus.
- Include more exchange in smaller, less formal groups, with learning along concrete planning, with the aim to induce proposals of new IPA projects, policy planning or legal changes.
- Include higher level staff of line ministries and other institutions in capacity building processes, not necessarily through trainings or workshops but through other forms such as meetings, exchanges, round tables, where they will be able to exchange, to be informed and to become more aware and knowledgeable how to use gender mainstreaming in their policy and programming work.
- Use more gender focal points network for increasing outreach or replicating project capacity building activities within the ministries.

**Recommendation 4 (findings 8, 17; conclusions 4, 7): Continue with exchange activities, among stakeholders within the country and regionally.**

Medium priority

Possible actions:

- Support more regular interaction and exchange within three networks: gender focal points, IPA coordinators and GAP coordinators.
- Support exchange between civil servants mandated for gender equality or IPA roles within ministries.
- Organize regional exchanges between UN Women teams, but particularly between governmental stakeholders.

**Recommendation 5 (findings 6, 9, 15; conclusions 2, 4, 7): Use broader expertise, develop pool of experts for gender mainstreaming of the EU accession and IPA programming in general and for sectors.**

Medium priority

Possible actions:

- As GEF project expands its areas of interest to different aspects of the EU integration agenda (transport, energy, environment, etc.), cooperation with other UN agencies might be used more.
- Invest in building pool of experts in the country, increasing or merging the expertise related to the EU integration, IPA programming and gender equality.

**Recommendation 6 (findings 12; conclusions 5): Simplify project monitoring framework.**

Medium priority

Possible actions:

- Define indicators at the output level which are currently missing.
- Avoid indicators for which there are no baseline data.
- Be sure that indicators framework contains SMART indicators.

## ANNEX 1: COMPOSITION OF EMG AND ERG

Evaluation management group	
Aida Zukić	UN Women BiH
Ivana Tomić	UN Women BiH
Samra Filipović Hadžiabdić	BiH Agency for Gender Equality
Zdenka Lončar	UN Women BiH
Zvijezdana Marković	UN Women BiH
Amina Subašić Kovač	UN Women BiH

Evaluation Reference Group		
Name	Title	Organization
Ana Vuković	Director of Gender Center Federation of BiH	Gender Center FBiH
Lejla Hodović	Advisor of Gender Center Federation of BiH	Gender Center FBiH
Midhat Džemić	Head of Section for Coordination of Public Governance and Rule of Law	Directorate for European Integration
Vjekoslav Čamber	Director	Office of the Government of The Federation of Bosnia and Herzegovina for the European integration
Adnan Tatar	Head of Department	Office of the Government of The Federation of Bosnia and Herzegovina for the European integration
Ajša Adrović Bešlagić	Programme Manager	Delegation of European Union

## ANNEX 2: KEY FACTS ABOUT BOSNIA AND HERZEGOVINA

Figure 7: Key fact for Bosnia and Herzegovina

Key facts Bosnia and Herzegovina	
<b>Population</b>	
Population total (population census 2013) <sup>39</sup>	3,531,159
Population growth 2020 per 1000 inhabitants <sup>40</sup>	-5.0
Life expectancy at birth <sup>41</sup>	T: 78 M: 75 W: 80
<b>Government</b>	
Global Democracy Index 2021 <sup>42</sup>	Score: 5.04 Rank: 95/167 Type: 'Hybrid regime' <sup>43</sup>
Global Freedom Index 2022 <sup>44</sup>	Score: 53/100 Political Rights 19/40 Civil Liberties 34/60 Type: 'partly free' <sup>45</sup>
Corruption Perception Index 2021 <sup>46</sup>	Score: 35/100 Rank: 110/180 Score change since 2020: 0
<b>Economy</b>	
GDP per capita 2021 (current US \$) <sup>47</sup>	6,916.4
GDP Growth rate 2021 <sup>14</sup>	7.7%
Employment rate, population 15+, 2019	T: 35.5% M: 44.6% W: 26.7%
Poverty rate 2015 <sup>48</sup>	16.9%
<b>Human Development<sup>49</sup></b>	
Human Development Index Value, 2021	0.780

<sup>39</sup> Agency for Statistics BiH, <https://bhas.gov.ba/Calendar/Category/14>

<sup>40</sup> Agency for Statistics BiH, Demography 2020, p: 29, [https://bhas.gov.ba/data/Publikacije/Bilteni/2021/DEM\\_oo\\_2020\\_TB\\_1\\_BS.pdf](https://bhas.gov.ba/data/Publikacije/Bilteni/2021/DEM_oo_2020_TB_1_BS.pdf)

<sup>41</sup> World Bank, <https://data.worldbank.org/indicator/SP.DYN.LE00.FE.IN?locations=BA>

<sup>42</sup> <https://www.eiu.com/n/campaigns/democracy-index-2021/>

<sup>43</sup> According to the Economist Intelligence Unit, hybrid regimes are found in the countries which are scored between 4 and 6 points in the democracy index. These countries are marked by substantial irregularities in elections that prevent them from being free and fair. There is strong pressure on opposition parties and candidates. Serious weaknesses are present in the political culture, functioning of government and political participation. Corruption tends to be widespread and the rule of law is weak. Civil society is also weak. Typically there is harassment and pressure on journalists and the judiciary is not independent. EIU, Democracy Index 2021: The China Challenge, p. 68, <https://www.eiu.com/n/campaigns/democracy-index-2021/>

<sup>44</sup> Freedom House, <https://freedomhouse.org/country/bosnia-and-herzegovina/freedom-world/2022>

<sup>45</sup> Methodology of scoring and ranking countries is complex, including number of indicators on which types are based. For more details see <https://freedomhouse.org/reports/freedom-world/freedom-world-research-methodology>

<sup>46</sup> Transparency International, <https://www.transparency.org/en/cpi/2021/index/bih>

<sup>47</sup> World Bank, <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=BA>

<sup>48</sup> World Bank, <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=BA>

<sup>49</sup> Human Development Index is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and have a decent standard of living. It is regularly published, in Human development reports and on the UNDP website (<https://hdr.undp.org/data-center/human-development-index#/indicies/HDI>). Data presented in the table are taken from UNDP Human Development Report 2021-2022., [https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf\\_1.pdf](https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf)

Human Development Index Rank, 2020	74/191
Inequality-adjusted Human Development Index, 2020	0.677
<b>Gender Equality</b>	
Gender Development Index, 2020	0.940 (group 3 <sup>50</sup> )
Gender Inequality Index, 2020 <sup>51</sup>	0.136

## ANNEX 3: LIST OF DOCUMENTS

Documents	
Project documents	
	Project document – Annex A.2 – Grant application form – Full application
	Project document – Annex B – Logical Framework
	Annex II – General Conditions for Contribution Agreements
	Annex III – Budget of the Action
	European Union Contribution Agreement 2020/418-008
	EU Gender Equality Facility Interim Report, November 2021
	Annex II – Updated Activity Matrix
	Annex III – Updated Action Plan
	Annex IV – Communication Visibility Plan
Project products and other related documents	
	Action Document EU Support to Justice
	Action Document EU4 Aligned Food Standards
	Action Document EU4 Environment and Climate Change
	Action Document EU4 People (Employment, Education, Social)
	Action Document Further Support to Home Affairs
	Action Document EU4 Public Financial Management
	Action Document EU4 PAR Increased Administrative Capacity
	Agency for Statistics BiH (2021) Women and Men in BiH
	2021-2027 IPA III Cross-border Cooperation Programme, Bosnia and Herzegovina – Montenegro, 2021
	European Commission, Gender Action Plan III – 2021-2025, Country Level Implementation Plan – CLIP Bosnia and Herzegovina
	Moving Toward Gender Equality Index report, Bosnia and Herzegovina 2022
	UN Women, Bosnia and Herzegovina Gender Country Profile 2021
	Vodic za integrisanje perspektive rodne ravnopravnosti u procesu IPA programiranja za sektor poljoprivrede i ruralnog razvoja

<sup>50</sup> Countries are divided into five groups by absolute deviation from gender parity in HDI values. Group 1 comprises countries with high equality in HDI achievements between women and men, group 2 comprises countries with medium to high equality in HDI, group 3 comprises countries with medium, group 4 comprises countries with medium to low equality and group 5 comprises countries with low equality (UNDP Human Development Report 2021-2022, p. 290).

<sup>51</sup> A composite measure reflecting inequality in achievement between women and men in three dimensions: reproductive health, empowerment and the labour market, on the scale 0-1. Higher the value, higher inequalities. [Ibid](#)

	Vodic za integrisanje perspektive rodne ravnopravnosti u procesu IPA programiranja za sektor konkurentnosti i inovacija
	Vodic za integrisanje perspektive rodne ravnopravnosti u procesu IPA programiranja za sektor demokratije i vladavine prava
	Izvjestaj o realizovanom treningu: Integrisanje rodne perspektive u procesu IPA programiranja za sektore demokratija i vladavina prava, konkurentnost i inovacije i poljoprivreda i ruralni razvoj, Oktobar 2021.
	Mapping report on gender statistics in Bosnia and Herzegovina, 2021
	Project bulletins
Reports, studies	
	UNFPA (2020) Population Situation Analysis in BiH, <a href="https://ba.unfpa.org/sites/default/files/pub-pdf/psa_bih_final_november_2020_eng_1.pdf">https://ba.unfpa.org/sites/default/files/pub-pdf/psa_bih_final_november_2020_eng_1.pdf</a>
	Agency for Statistics BiH, Demography 2020, p: 29, <a href="https://bhas.gov.ba/data/Publikacije/Bilteni/2021/DEM_00_2020_TB_1_BS.pdf">https://bhas.gov.ba/data/Publikacije/Bilteni/2021/DEM_00_2020_TB_1_BS.pdf</a>
	Babovic, M., Vukovic, O, Ginic, K. (2013) Rasprostranjenost I karakteristike nasilja prema zenama u BiH 2013, <a href="https://arsbih.gov.ba/wp-content/uploads/2014/01/studija_prevalenca.pdf">https://arsbih.gov.ba/wp-content/uploads/2014/01/studija_prevalenca.pdf</a>
	CEDAW Committee, Concluding observations on the sixth periodic report of Bosnia and Herzegovina
	European Commission, Bosnia and Herzegovina 2021 Report, <a href="https://neighbourhood-enlargement.ec.europa.eu/bosnia-and-herzegovina-report-2021_en">https://neighbourhood-enlargement.ec.europa.eu/bosnia-and-herzegovina-report-2021_en</a>
	OSCE-led survey on wellbeing and safety of women in BiH, 2018, <a href="https://www.osce.org/files/f/documents/3/5/423470_1.pdf">https://www.osce.org/files/f/documents/3/5/423470_1.pdf</a>
	UNDP Human Development Report 2021-2022., <a href="https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf">https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf</a>
Other	
	<i>Integrating Human Rights and Gender Equality in Evaluation -- Towards UNEG Guidance; UNEG Handbook for Integrating Human Rights and Gender Equality Perspectives in Evaluations in the UN System</i>
	OECD/DAC Criteria for Evaluating Development Assistance: <a href="https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm">https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm</a>
	UN Women, How to manage gender-responsive evaluation, Evaluation handbook, <a href="https://genderevaluation.unwomen.org/en/evaluation-handbook">https://genderevaluation.unwomen.org/en/evaluation-handbook</a>

## ANNEX 4: LIST OF INTERVIEWED STAKEHOLDERS

Figure 8: Stakeholders that will be included in data collection

Institution/organization	No. of persons
<b>Interviews</b>	
<b>Implementation stakeholders and partners</b>	
GEF implementation team	4
UN Women BiH	3
European Union Delegation in BiH	1
UN Women EU4GE Senior Gender Mainstreaming & EU Integration Adviser	1
<b>Direct beneficiaries</b>	
<b>BiH State level</b>	
Agency for Gender Equality of BiH	1
Directorate for EU Integration	1
Ministry of Civil Affairs	1
Ministry of Justice	1
Ministry of Safety	1
Agency for Preschool, Primary and Secondary Education	1
<b>FBiH</b>	
Gender Center FBiH	1
FBiH Government Office for EU Integrations	2
Federal Institute for statistics FBiH	1
Federal Ministry of Development, Entrepreneurship and Crafts	1
Federal Ministry of Energy, Mining and Industry	1
Federal Ministry of Justice	1
Federal Ministry of Interior	1
<b>Other (BiH wide, non-specified)</b>	
Representatives of CSOs participating in the workshop	3
Gender and IPA experts	1
<b>Other stakeholders</b>	
UNCT BiH GTG	9
UN Women Serbia	1
UN Women Albania	1
<b>Online survey</b>	
By institution: Agency for Statistics BiH (2), Agency for public administration of BiH, Directorate for EU Integration, Federal Bureau for Employment, Ministry of Defense of BiH (3), Central Electoral Committee of BiH, Federal Ministry of Education and Science, Ministry of Human and Minority Rights and Refugees of BiH, Ministry of Communication and Trade of the BiH (2), Directorate for Plan Protection BiH, APOSO, Agency for forensics, Federal Ministry of Agriculture, Water Management and Forestry, Federal Ministry of Interior, Federal Ministry of Energy, Mining and Industry, Federal Ministry of Justice, and 4 undeclared.	24

By role: 12 gender focal points in institutions, 6 IPA programming staff in institutions, 15 Representatives of coordination boards for GAP implementation	
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## ANNEX 5: EFFECTIVENESS ASSESSMENT AT OUTPUT LEVEL

**Table 6: Effectiveness at output level – Output 1.1 Capacities of Gender Institutional Mechanisms strengthened**

Indicators	Findings	Score
<b>Output 1.1.1: Pre-EU Accession Capacity Analysis</b>		
Functional analysis report and set of recommendations.  <b>Target value:</b> Document presented by end of Year 1 complementary to FIGAP capacity analysis	Pre-EU Accession Capacities Analysis Report and Recommendations was produced.	
<b>Output 1.1.2: Strengthening of the managerial, operational, and human resources of the BiH Agency for Gender Equality and the Entity Gender Centres to reach EU standards in gender mainstreaming in public policy</b>		
a) Monitoring framework for gender mainstreaming in public policy. b) Guidelines and methodology for monitoring and progress measurement c) Number of coaching/mentoring sessions delivered to gender mechanisms  <b>Target values:</b> a) Monitoring framework in place b) Guidelines and methodology in place c) Minimum 2 per year	a) & b) Based on EU Approximation Report it will be decided in partnership with Agency for Gender Equality of BiH how to design framework with methodology and guidelines.  c) Workshop with 10 representatives of project partners and the EU Delegation was held.	
<b>Output 1.1.3: Preparation of guidelines for gender mainstreaming in sectors and establishment of a pool of gender mainstreaming experts in public policy and strategies</b>		
a) Technical and Sector Guidance Notes disseminated to targeted institutions b) Number of workshops with targeted institutions c) Roster/Directory of pool of sector-specific gender mainstreaming expertise in place and periodically updated  <b>Target values:</b> a) 6 sectoral guidance notes	Part of results is in finals stage of preparation and will be completed before the end of the project. a) Gender mainstreaming guidelines in the IPA programming processes were developed for three priority sectors, and are in the process of development for three second-round priority sectors. b) Workshops will be held in the March 2023. c) List of experts is compiled and will be finalized towards the end of the project.	

b) 6 sectoral workshops c) 14 experts engaged		
<b>Output 1.1.4: Developing and promoting reports on gender equality in accordance with relevant EU methodology</b>		
Report methodology and finalized report on the state of gender equality  <b>Target values:</b> a) Report on the state of gender equality b) At least 2 promotional events and electronic distribution of summaries, infographics and report to at least 150 addresses	a) Bosnia and Herzegovina Gender Country Profile for 2021 in the EU format was developed. Based on the report, the Country Level Implementation Plan was developed.  b) Over 600 contacts received the electronic version of the BiH GCP and the document was published on the website of the EU Delegation under Key Documents section and on the website of UN Women Europe and Central Asia.	
<b>Output 1.1.5: Presentation of BiH experience in selected thematic workshops at international/regional level</b>		
Number of dialogues (working groups, networks, committees, donor coordination meetings) with women's organizations, parliament, academia, gender experts, media, international organizations, and development partners led by the gender mechanism  <b>Target value:</b> At least 3	Several dialogues were held in autumn 2022: 1) dialogue with relevant stakeholders on gender equality and women's economic empowerment at the regional level during BiH presidency of the Adriatic Ionian Initiative, 2) exchange of expertise between institutional mechanisms for gender equality in the Western Balkans joined by representatives from Eastern Partnership, 3) first Gender Equality Forum organized by the EIGE in Brussels, 4) working sessions during the GEF Brussels study visit and 5) Regional meeting in Istanbul with combined participation of GEF regional teams and representatives of gender equality mechanisms and statistical offices.	

**Table 7: Effectiveness at output level – Output 1.2 Capacities of targeted institutions in BiH to include gender perspective improved**

Indicators	Findings	Score
<b>Output 1.2.1: Training on gender mainstreaming in the IPA programming process – introductory and advanced training for all relevant institutions in the priority sectors, aimed at improving the planning, implementation and impact assessment of pre-accession funded programs</b>		
a) Number of training events b) Number of personnel in targeted institutions (including gender focal points and personnel responsible for European integration) trained to include gender perspective in sectoral policies, strategies, and programmes (minimum 40)	Part of the results is planned for the last part of the project and they are in the late stage of finalization, which indicates high likelihood that these results will be fully achieved. a) 3 training events were conducted, and 6 more are planned for March 2023. b) gender mainstreaming guidelines in the IPA programming process were disseminated for total 48 participants for first three priority sectors and will be delivered for about 70 more civil servants from second-round of priority sectors in March 2023.	

<p>c) Number of sector gender analyses prepared by GEA jointly with line ministries to serve as a basis for IPA planning and programming process; and number of IPA Programming Documents “gendered”</p> <p><b>Target values:</b>  a) 4 trainings  b) 40 personnel trained  c) 6 sector gender analyses prepared</p>	<p>b) Three priority sectors gender analyses were prepared for sectors Agriculture and rural development, Competitiveness and innovations, and Democracy and Rule of Law, and three more will be finalized before the end of the project for security, employment and climate change and environment sectors.</p>	
<p><b>Output 1.2.2: Capacity development of civil society for engagement in gender mainstreaming in the EU accession processes</b></p>		
<p>Number of capacity development workshops</p> <p><b>Target value:</b> 2 workshops</p>	<p>Two capacity development workshops with CSOs were held. In addition, there will be 6 online sessions, 1 per priority sector to present finalized guides.</p>	
<p><b>Output 1.2.3: EU Guidelines approximation measuring report in the selected priority sectors</b></p>		
<p>EU Guidelines approximation measuring report</p> <p><b>Target value:</b> 1 report</p>	<p>The EU guidelines approximation measuring report in three priority sectors was developed.</p>	

**Table 8: Effectiveness at output level – Output 1.3 The implementation and monitoring of the selected areas of the Gender Action Plan is enhanced**

Indicators and targets	Findings	Score
<p><b>Output 1.3.1: Technical support to the establishment and functioning of a system for monitoring and evaluation of the BiH Gender Action Plan</b></p>		
<p>a) Improved GAP monitoring and evaluation  b) Number of documents (guidelines, checklists, working plans and reports) showing that adequate M&amp;E system for GAP implementation is in place and used in practice</p> <p><b>Target values:</b>  a) Toolkit developed and put in use  b) Improved GAP monitoring and evaluation in place</p>	<p>a) Toolkit for GAP monitoring produced.  b) A report was developed on the Gender Action Plan BiH 2018-2022 based on improved monitoring framework.</p>	

<b>Output 1.3.2: Workshops on gender statistics in priority sectors and technical support for the BHAS and the Entity Statistics Institutes to introduce a balanced approach in one priority area/sector or to establish a Gender Equality Index</b>		
<p>a) Number of workshops on gender responsive statistics with relevant institutions</p> <p>b) Number of gender indicators aligned with Eurostat methodologies</p> <p><b>Target value:</b></p> <p>a) At least 4 workshops</p> <p>b) Analysis of current state of play in the area of gender responsive statistics and providing recommendations for introducing a unified approach</p>	<p>a) 1 workshop with representatives of all three statistics institutions organized with 20 participants and then 3 workshops with statistics and priority sectors.</p> <p>b) Analysis of current state of play was conducted through mapping but also through meetings between statistical offices, gender equality mechanisms, GEF team, EIGE which resulted in publishing first partial Gender Equality Index.</p>	
<b>Output 1.3.3: Mapping report on gender statistics and support to the BHAS and the Entity Statistics Institutes in promoting the publication Women and Men in BiH.</b>		
<p>a) Gender responsive statistics mapping report</p> <p>b) Enriched and updated “Women and Men in BiH” publication</p> <p><b>Target values:</b></p> <p>a) 1 report</p> <p>b) Launch of new and improved version of Women and Men in BiH publication</p>	<p>a) A mapping was conducted and a report produced on gender statistics.</p> <p>b) Enriched Women and Men publication was produced and launched.</p>	
<b>Output 1.3.4: Raising awareness among the general public of the interconnection between the degree of gender equality and socio-economic development and progress in the EU integration process</b>		
<p>a) Number of general public campaigns</p> <p>b) Number of infographics</p> <p><b>Target values:</b></p> <p>a) 2 campaigns</p> <p>b) at least 10 infographics</p>	<p>a) Four social media campaigns were implemented during the project, plus media appearances, distribution of project info material and project products that contribute to the increasing awareness on GEWE in general and more specific in the context of EU accession process. Fifth social media campaign is in final stage of preparation and will be launched in February 2023.</p> <p>b) Nine infographics are published and currently have been prepared 4 more infographics from data on CSOs workshops.</p>	
<b>Output 1.3.5: Exchange of expertise between institutional mechanisms for gender equality in the region</b>		

<p>Number of expertise exchanges</p> <p><b>Target value:</b> up to 6 exchanges</p>	<p>Exchanges were postponed due to the COVID-19 restriction measures in the first year of implementation. Later on included: working sessions in Brussels during study visit, exchanges during Adriatic Ionian Initiative, Gender Equality Forum organized by EIGE, two regional meetings of GEF teams, meeting of institutional gender equality mechanisms and statistical institutions in Istanbul.</p>	
<p><b>Output 1.3.6: Support to institutional mechanisms for gender equality in BiH to share expertise with relevant EU DGs and gender experts</b></p>		
<p>Number of meetings</p> <p><b>Target value:</b> 4 representatives of institutional mechanisms, 2 three-day visits</p>	<p>Two events with this purpose were implemented: mission to Brussels with 11 participants from state and FBiH entity level institutions as well as Brcko District, and exchange with EU Delegation during Istanbul Regional forum.</p>	
<p><b>Output 1.3.7: Preparation and dissemination of bulletins on gender equality in the Western Balkans in the context of EU Integration</b></p>		
<p>Number of bulletins on gender equality in the Western Balkans</p> <p><b>Target value:</b> At least 2 bulletins</p>	<p>The fifth project update bulletins were published and distributed in mid-December 2022. The bulletin was sent to over 600 addresses. Sixth bulletin is in preparation and will be distributed before the end of the project.</p>	
<p><b>Output 1.3.8: Supporting the transfer of knowledge on gender mainstreaming in the EU integration process between relevant institutions from the Western Balkans – exchange between civil servants</b></p>		
<p>a) Number of civil servants engaged in transfer/exchange</p> <p>b) Number of regional initiatives supported for improving gender mainstreaming and promoting learning</p> <p><b>Target values:</b> a) – (not defined) b) 4 knowledge exchange missions</p>	<p>Regional cooperation between GEF teams organized in 2021 in Neum and in 2022 in Istanbul, regional GEF meeting for civil servants from Western Balkan countries, Türkiye and Eastern Partnership Countries, exchanges during study visit to Brussels, and previously mentioned regional forums organized within the Adriatic Ionian initiative and EIGE forum.</p>	

## ANNEX 6: EVALUATION MATRIX

Evaluation Questions	Indicators	Data collection methods	Sampling/sources	
<b>RELEVANCE</b>				
1.	<p>To what extent was the design of intervention and its results relevant to the needs and priorities of the beneficiaries?</p> <p>a) Was the choice of interventions relevant to the situation of target groups?</p> <p>b) To what extent key national partners and beneficiaries were involved in programme’s conceptualization and design?</p> <p>c) Is the intervention relevant for the situation related to gender equality in BiH and needs and priorities of women?</p>	<p>Documental evidence on needs and priorities of women in BiH, needs of public administration officials at state and entity level for gender mainstreaming in IPA programming, for coordination, implementation and monitoring the implementation of GAP.</p> <p>Demonstrated experience and level of understanding of the needs and interests of women in BiH by implementing institutions and organizations.</p> <p>Evidence on consultation process in preparation of the project</p>	<p>Document review</p> <p>Semi structured interviews</p> <p>Questionnaire surveys</p>	<p>UN Women, Reports on the GE status in BiH, Project documents, Interviews with UN Women, government representatives at state and entity levels, CSOs and experts</p>
2.	<p>To what extent the intervention is aligned with international obligations and national country priorities related to GEWE?</p> <p>a) To what extent the intervention is aligned with international agreements and conventions on GEWE, such as CEDAW, BfP?</p> <p>b) To what extent the intervention is aligned with EU Gender Equality Acquis?</p> <p>c) To what extent the intervention is aligned with Agenda for Sustainable Development until 2030 and SDGs?</p> <p>d) To what extent the intervention is aligned with state and entity level</p>	<p>Documental evidence on adherence to international commitments (CEDAW, Beijing, SDGs), EU Gender Equality Acquis; Documental evidence on adherence to domestic gender equality policies and other development policies of the BiH.</p> <p>Perception of KIs of correlation of project intervention with overarching international commitments</p> <p>Perception of KIs of correlation with the domestic policy priorities and interventions and legal framework</p>	<p>Document review</p> <p>Semi structured interviews</p> <p>Questionnaire surveys</p>	<p>UN Women, Reports on the GE status in BiH, Project documents, Interviews with UN Women, government representatives at state and entity levels, CSOs and experts</p>

Evaluation Questions		Indicators	Data collection methods	Sampling/sources
	priorities in GEWE, particularly as defined in National Strategy for Gender Equality and GAP?			
3.	To what extent the project intervention continues to be relevant for the situation of gender equality and needs of relevant stakeholders?	Evidence on adjustment/updating of approaches and strategies to changing context. Evidence on existing demand for the continuation of the project by stakeholders	Document review Semi structured interviews	UN Women, Reports on the GE status in BiH, Project documents, Interviews with UN Women, government representatives at state and entity levels, CSOs and experts
<b>COHERENCE</b>				
4.	Does the project contribute to the internal coherence of UN Women engagement? a) To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate? b) Are there any synergies and inter-linkages between the project and other interventions of UN Women? c) To what extent UN Women in BiH has capitalized from GEF implementation in other countries and how UN Women has established synergies in terms of GEF implementation in the region?	Level of alignment of the project with UN Women SP Evidence on similarities with other programmes of UN Women in BiH and connections in implementation approaches	Document review, semi structured interviews	Program documents, UN Women Strategic Plan 2022-2025, UN Women implementation team, UN Women representatives from the ECARO
5.	Is the project coherent with other interventions in the country? a) To what extent the project is in complementarity, harmonized and coordinated with the interventions of other stakeholders in the same context? b) To what extent the implementation of the project ensures synergies and coordination with Government's and	Documental evidence on alignment of the Project objectives with UNSDCF in BiH, other similar projects implemented by other stakeholders	Document review Semi structured interviews	UN Women, Gender Equality Mechanisms in the region, UNCT BiH

Evaluation Questions		Indicators	Data collection methods	Sampling/sources
	<p>key partners relevant efforts while avoiding duplications?</p> <p>c) To what extent are the interventions achieving synergies with the work of the UN Country Team?</p> <p>d) To what extent the project is aligned with the UN Development Partnership Frameworks?</p>			
6.	What is UN Women's comparative advantage in BiH to implement this project?	Documental evidence and KIs perception on comparative advantages of UN Women in the areas of interventions	Document review Semi structured interviews Questionnaire surveys	Project documents, progress reports Interviews with UN Women, governmental and non-governmental stakeholders
<b>EFFECTIVENESS</b>				
7.	To what extent have the expected results of the project been achieved on outcome and output levels?	<p>Evidence of contributions to the different levels of the TOC</p> <p>Evidence of progress towards identified targets (difference between indicators of achievement and targets)</p> <p>Most significant changes achieved</p> <p>KIs (right-holders, duty bearers, partners) positive/negative reporting on achievements</p>	Document review Semi structured interviews Questionnaire surveys	Project documents, result framework, progress reports, knowledge products and analyses Relevant Government and local government reports and documents Interviews with UN Women, governmental and non-governmental stakeholders
8.	<p>How effective were implementation strategies and approaches in achieving results?</p> <p>a) To what extent are project approaches and strategies innovative for achieving gender equality in BiH?</p> <p>b) What (if any) types of innovative good practices have been introduced in the</p>	<p>Level of contribution of different project strategies towards project results</p> <p>Extent to which innovative approaches are integrated in the project design and implementation and their evidence of their contribution to project results</p> <p>Perception of KIs on effectiveness of the strategies</p>	Document review Semi structured interviews Questionnaire surveys	Project documents, result framework, progress reports, knowledge products and analyses Relevant Government and local government reports and documents

Evaluation Questions		Indicators	Data collection methods	Sampling/sources
	programme for achievement of GEWE results?			Interviews with UN Women, governmental and non-governmental stakeholders
9.	<p>What are the reasons for the achievement or non-achievement of the project results?</p> <p>a) What were the positive factors, stimulating achievements of results?</p> <p>b) What were the project challenges and obstacles and how they were mitigated?</p>	<p>Number and type of internal and external enablers and barriers to successful project implementation and achievement of results</p> <p>Perception of KIs on internal and external enablers and barriers to successful implementation</p> <p>Evidence of mitigation actions initiated to overcome the challenges</p>	<p>Document review</p> <p>Semi structured interviews</p> <p>Questionnaire surveys</p>	<p>Project documents, result framework, progress reports, knowledge products and analyses</p> <p>Relevant Government and local government reports and documents</p> <p>Interviews with UN Women, governmental and non-governmental stakeholders</p>
<b>EFFICIENCY</b>				
10.	Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?	Relative assessment of the investment of resources and complexity and achievements of project components	<p>Document review</p> <p>Semi structured interviews</p>	<p>Project documents, result framework, progress reports, knowledge products and analyses</p> <p>Interviews with UN Women</p>
11.	<p>Has there been effective leadership and management of the project including the structuring of management and administration roles to maximize results?</p> <p>a) Where does accountability lie?</p> <p>b) Have the outputs been delivered in a timely manner?</p>	<p>Adequacy of organizational assets, structures and capabilities (in terms of financial and human resources)</p> <p>Effectiveness of internal coordination/communication (vertical/horizontal) mechanisms</p> <p>Effectiveness of external coordination/communication mechanisms with partners and beneficiaries</p>	<p>Document review</p> <p>Semi structured interviews</p>	Interviews with UN Women, governmental and non-governmental stakeholders
12.	<p>How efficient was the monitoring system?</p> <p>a) To what extent are the project monitoring mechanisms in place effective for measuring and</p>	Extent to which project monitoring and reporting is results-based	<p>Document review</p> <p>Semi structured interviews</p>	Interviews with UN Women

Evaluation Questions		Indicators	Data collection methods	Sampling/sources
	<p>informing management of project performance and progress towards targets?</p> <p>b) To what extent was the monitoring data objectively used for management action and decision making?</p>	<p>Ability of project staff to effectively capture, measure and monitor progress (using baseline data)</p> <p>Evidence of learning from the collected data being used to assess progress and adjust implementation</p> <p>Degree of donor and partners' satisfaction with results-based reports</p>		
<b>IMPACT</b>				
13.	<p>What are the areas of achieved or potential measurable impact of the Project on the target groups and beneficiaries across all its dimensions of empowerment (individual, collective and institutional / systemic)? Has project achieved any unforeseen results, either positive or negative? Which results and for whom and why?</p>	<p>Evidence on long-term and sustainable changes or positive trends that benefit target groups and end users (at individual, collective, institutional / systemic level and at the societal level)</p>	<p>Document review</p> <p>Semi structured interviews</p> <p>Questionnaire surveys</p>	<p>Project documents, result framework, progress reports, interviews with UN Women, governmental and non-governmental stakeholders</p>
14.	<p>Has the project contributed to the increased BiH compliance with international GEWE commitments and EU GE acquis?</p>	<p>Evidence on changes that improve alignment with EU GE Acquis</p>	<p>Document review</p> <p>Semi structured interviews</p>	<p>Project documents, result framework, progress reports, interviews with UN Women, governmental and non-governmental stakeholders</p>
<b>SUSTAINABILITY</b>				
15.	<p>What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?</p> <p>a) To what extent the intervention succeeded in building individual and institutional capacities of duty-bearers to ensure sustainability of benefits?</p>	<p>Evidence of changes in knowledge / behaviours / skills in partners and target groups to sustain the results</p> <p>Evidence of knowledge/skills being applied</p> <p>Evidence of new procedures, practices in the implementation of GAP, IPA programming</p> <p>Evidence on new partnerships between gender equality mechanisms and line</p>	<p>Document review</p> <p>Semi structured interviews</p> <p>Questionnaire surveys</p>	<p>Project documents, result framework, progress reports, interviews with UN Women, governmental and non-governmental stakeholders</p>

Evaluation Questions		Indicators	Data collection methods	Sampling/sources
	b) How effectively has the project generated national ownership of the results achieved, the establishment of partnerships with relevant stakeholders and the development of national capacities to ensure sustainability of efforts and benefits?	ministries and other institutions in processes of GAP implementation and IPA programming		
16.	To what extent has the exit strategy been well planned and successfully implemented?	Documental evidence on sustainability plans	Document review Semi structured interviews	Project documents, result framework, progress reports, interviews with UN Women
17.	To what extent has the project been able to promote replication and/or up-scaling of successful practices?	Evidence of replicated and up-scaled practices Perception of stakeholders on effectiveness of these practices and contribution to sustainability	Document review Semi structured interviews Questionnaire surveys	Project documents, result framework, progress reports, interviews with UN Women, governmental and non-governmental stakeholders
<b>Gender Equality and Human Rights</b>				
18.	To what extent has gender and human rights principles and strategies been integrated into the project design and implementation? a) To what extent disability inclusion was integrated in project planning and implementation?	Evidence of project results addressing causes of inequality set out in NS GE and international frameworks Evidence of extent to which interventions consider / address the needs of women, including women from marginalized groups Evidence on disability inclusion	Document review Semi structured interviews Questionnaire surveys	Project documents, result framework, progress reports, interviews with UN Women, governmental and non-governmental stakeholders

## **ANNEX 7: RESULTS FRAMEWORK**

1000	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (2021 – year 1)	Source and mean of verification	Assumptions
<b>Impact (Overall)</b>	To increase BiH compliance with international gender equality commitments and EU gender equality <i>acquis</i>	- Status of meeting the accession criteria (EU Gender equality <i>acquis</i> )				- CEDAW reports - EU country reports	<i>Not applicable</i>
<b>Outcome (s) (Specific objective(s))</b>	Institutional mechanisms for gender equality and key personnel mandated for European integrations and gender equality perform their mandate efficiently	- Percentage of sectoral strategic and programme documents that are gender mainstreamed and/or have gender specific sections -proxy indicator for number of draft laws and by-laws aligned with the gender equality <i>acquis</i> : recommendations for legislative improvements	<i>To be assessed during the Inception phase</i>	Target 2021 (baseline +15%) Target 2021 (Baseline + 6)	2021: Eight (8) IPA action documents and one programme document gender mainstreamed 2021: two recommendations	- Annual Reports on Implementation of Gender Action Plan of BiH as adopted by the Council of Ministers of BiH - Screening of strategic and program documents	- Continued mutual commitment and sustained support to BiH's EU accession process - Sustained political commitment to gender equality and women's empowerment - Stable political situation
<b>Outputs</b>	<b>Result/Output 1.1. Capacities of Gender Institutional Mechanisms strengthened</b>						
	1.1.1. Capacity analysis, gap identification, and needs assessment of the gender mechanism with a specific focus on capacities to absorb the Gender Equality <i>acquis</i> and	- Functional analysis report and set of recommendations	2019:0	- Document presented by end of Year 1 *complementary to FIGAP capacity analysis	Document presented in June 2021	- Functional analysis report - Validation/feedback workshop(s)	- Decision-makers support gender mainstreaming - Low turn-over of key technical staff in ministries/ government institutions

	implementing and monitoring GE policies in BiH. ( <i>Pre-EU Accession Capacity Analysis</i> )						
	1.1.2. Strengthening of the managerial, operational and human resources of the Gender Equality Agency of the MHRR, Gender Centre of FBIH, Gender Centre – Centre for Gender Equity and Equality of the Government of the Republika Srpska, and all other elements of the Gender Equality Mechanism across sectors and governance structures for absorbing the Gender Equality acquis. / Strengthening of the managerial, operational, and human resources of gender mechanisms for engaging in gender-responsive governance (planning, implementation, monitoring and reporting, coordination, policy dialogue, and effective	- Monitoring framework for gender mainstreaming in public policy - Guidelines and methodology for monitoring and progress measurement - Number of coaching/mentoring sessions delivered to gender mechanisms (minimum 2 per year)	2019:0	- Gender mainstreaming monitoring framework adopted - Guidelines and methodology for progress monitoring and measurement in place (Minimum 5 sessions)		- Reports by BiH Agency for Gender Equality and the Entity Gender Centres	- Availability of suitable experts who could be engaged for gender mainstreaming in sectoral work

<p>collaboration). <i>(Further strengthening of the managerial, operational, and human resources of the BiH Agency for Gender Equality and the Entity Gender Centres to reach EU standards in gender mainstreaming in public policy)</i></p>						
<p>1.1.3. Development of the Roadmap for gender mainstreaming in the EU Integration process of Bosnia and Herzegovina and maximise the EU integration process for promoting the gender equality agenda. The roadmap will also identify milestones and targets to be achieved. <i>(Preparation of guidelines for gender mainstreaming in sectors and establishment of a pool of gender mainstreaming experts in public policy and strategies)</i></p>	<ul style="list-style-type: none"> <li>- Technical and Sector Guidance Notes disseminated to targeted institutions</li> <li>- Number of workshops with targeted institutions</li> <li>- Roster/Directory of pool of sector-specific gender mainstreaming expertise in place and periodically updated</li> </ul>	<p><i>2020: Sectoral documents - Mainstreaming Gender in the Sector of Agriculture and Rural Development, Rule of Law and Democracy and Competitiveness and Innovation</i></p>	<ul style="list-style-type: none"> <li>- 6 sectoral guidance notes developed by the end of Year 2</li> <li>- 6 sectoral workshops by the end of Year 2</li> <li>- 14 experts engaged/ 6 areas/sectors by end of year 2</li> </ul>		<ul style="list-style-type: none"> <li>- GAP Report (here we could identify if guidance notes have been followed)</li> <li>- Annual work plans and other relevant documents of targeted institutions</li> <li>- Workshop agenda, list of participants, Workshop reports</li> <li>- Roster of gender mainstreaming experts (widely available, electronic roster)</li> </ul>	

<p>1.1.4. Preparation of the periodic Gender Country Profile (gender equality and the status of women in BiH) that provides an overview on progress on gender equality across sectors, thereby serving as a monitoring tool as well as reference document for governance actors, decision-makers, and donors. <b><i>(Developing and promoting reports on gender equality in accordance with relevant EU methodology)</i></b></p>	<p>- Report methodology and finalised report on the state of gender equality</p>	<p><i>2014: Country Gender Equality Profile</i> <i>2018: Gender Brief</i></p>	<p>- Report on the state of gender equality - At least 2 promotional events and electronic distribution of summaries, infographics, and report to at least 150 addresses</p>	<p><i>2021: BiH Gender Country Profile</i></p>	<p>- Report on the state of gender equality - List of participants, reports, agenda</p>	<p>- Access to all relevant stakeholders and information - High turnout of participants and public</p>
<p>1.1.5. Organisation of the dialogues with the relevant stakeholders on gender equality and women's empowerment in BiH. <b><i>(Presentation of BiH experience in selected thematic workshops at international/regional level)</i></b></p>	<p>- Number of dialogues (working groups, networks, committees, donor coordination meetings) with women's organisations, parliament, academia, gender experts, media, international organisations, and development partners led by the</p>	<p><i>2019:0</i></p>	<p>- 6 dialogue events by the end of Year 2</p>		<p>- Reports from dialogue events</p>	<p>- Availability and identification of relevant regional and international events</p>

	gender mechanism (at least three)					
<b>Result/Output 1.2. Capacities of targeted institutions in BiH to include gender perspective improved</b>						
1.2.1. Knowledge and capacity development for mainstreaming gender in line with the Gender Equality acquis across sectors for the gender equality mechanism (GEA, Gender Centres, Gender Focal Points in the institutions at state and entity level) on gender mainstreaming, gender-sensitive monitoring, analysis, gender impact assessment, and preparation of recommendations for evidence-based strategic planning, firmly anchoring gender equality expertise institutionally. / Under the lead of the GEA, provision of technical support to priority institutions, and the gender institutional mechanisms for routine gender review/analysis of	- Number of training events - Number of personnel in targeted institutions (including gender focal points and personnel responsible for European integration) trained to include gender perspective in sectoral policies, strategies, and programmes (minimum 40) - Number of sector gender analyses prepared by GEA jointly with line ministries to serve as a basis for IPA planning and programming process; and number of IPA Programming Documents "gendered"	<i>2018:1</i>	- 4 trainings by end of Year 2 - 40 personnel trained by end of Year 2 - 6 sector gender analyses prepared	<i>2021: 3 sector specific trainings (Agriculture and Rural Development, Rule of Law and Democracy and Competitiveness and Innovation) 2021: 48 number of personnel trained</i>	- Training curriculum, list of participants, training report - Sector gender analyses	- IPA programming staff in institutions are identified/appointed - High level of participation by gender focal points and IPA programming staff

	<p>selected sector strategies, programmes and plans in priority reform areas; provision of direct guidance, coaching &amp; advice on aligning sector strategies and action plans with EU Directives on Gender Mainstreaming and Equal Opportunities and on gender mainstreaming in IPA programming, with appropriate indicators and measures of success. <i>(Training on gender mainstreaming in the IPA programming process – introductory and advanced training for all relevant institutions in the priority sectors, aimed at improving the planning, implementation and impact assessment of pre-accession funded programs)</i></p>						
1.2.2.	Capacity development of priority institutions for facilitating	- Number of capacity development workshops	of 2019:0	- 2 workshops	0	- Workshop reports, list of participants, agenda	- Identification of the most relevant CSOs, with the greatest

<p>consultation process with civil society; building knowledge of the civil society actors for providing informed gender-relevant input throughout the policy making process. <i>(Capacity development of civil society for engagement in gender mainstreaming in the EU accession processes)</i></p>						<p>development potential - Satisfactory turnout of CSOs</p>
<p>1.2.3. In close collaboration with the EU Delegation, Directorate for European Integration and selected line ministries and their Gender Focal Points, and following established standard government procedure, preparation of gender inputs for essential policy documents; and provision of policy area-specific Technical Notes, Gender Mainstreaming Sector Guidance, and Technical Working</p>	<p>- EU Guidelines approximation measuring report</p>	<p>2019:0</p>	<p>- 1 report finalised; findings presented by the end of Year 2</p>	<p>0</p>	<p>- Approximation measuring report</p>	<p>- Availability of relevant expertise for development of report</p>

Papers/Briefs. Support to development of gender analysis and preparation of EU aligned sector-specific gender mainstreaming guidelines/check list. <i>(EU Guidelines approximation measuring report in the selected priority sectors)</i>						
<b>Result/Output 1.3. The implementation and monitoring of the selected areas of the Gender Action Plan is enhanced</b>						
1.3.1. Technical guidance on the establishment and functioning of a system for monitoring implementation of the BiH Gender Action Plan. <i>(Technical support to the establishment and functioning of a system for monitoring and evaluation of the BiH Gender Action Plan)</i>	<ul style="list-style-type: none"> <li>- Improved GAP monitoring and evaluation</li> <li>- Number of documents (guidelines, checklists, working plans and reports) showing that adequate M&amp;E system for GAP implementation is in place and used in practice (at least 1 per year)</li> </ul>	<i>Absence of appropriate monitoring and evaluation system for GAP</i>	<ul style="list-style-type: none"> <li>- Toolkit developed and put in use by end of Year 1</li> <li>- Improved GAP monitoring and evaluation in place by end of Year 2</li> </ul>	<i>2021: toolkit developed and presented</i>	<ul style="list-style-type: none"> <li>- Comparison between GAP monitoring report in Year 2 with previous reports</li> <li>- Training curriculum, number of participants, training reports</li> <li>- Toolkit document</li> </ul>	<ul style="list-style-type: none"> <li>- Institutional mechanisms for gender equality allocate human resources specifically for this activity (for example, in FIGAP there is a designated person to conduct M&amp;E for FIGAP/GAP)</li> <li>- Adequate turnout of relevant participants</li> </ul>
1.3.2. Provision of technical support for increasing the availability and strengthening the capacity to use gender indicators and statistics in relation to	<ul style="list-style-type: none"> <li>- Number of workshops on gender responsive statistics with relevant institutions</li> <li>- Number of gender indicators aligned</li> </ul>		<ul style="list-style-type: none"> <li>- Analysis of current state of play in the area of gender responsive statistics and providing recommendations</li> </ul>	<i>2021: 1 workshop held - one for statistical institutions and gender institutional mechanisms</i>	<ul style="list-style-type: none"> <li>- Analysis document</li> <li>- Training curriculum, number of participants</li> <li>- Training reports</li> <li>- Mapping of progress in</li> </ul>	

	<p>monitoring the Sustainable Development Goals, Action Plan for Gender Equality, UNSCR 1325 Action Plan, Istanbul Convention, and similar. Support for ensuring the availability and use of data on the position of women and men in BiH, in line with UNECE, UN ECOSOC, and Eurostat guidance, based on a mapping exercise in partnership with statistical agencies. <i>(Workshops on gender statistics in priority sectors and technical support for the BHAS and the Entity Statistics Institutes to introduce a balanced approach in one priority area/sector or to establish a Gender Equality Index)</i></p>	<p>with Eurostat methodologies</p>		<p>for introducing a unified approach - At least 4 workshops for representatives of relevant institutions</p>		<p>establishment of Gender Equality Index</p>	<ul style="list-style-type: none"> <li>- Willingness of BiH Agency for Statistics/ Statistical Offices to improve gender statistics</li> <li>- Available human resources in the BiH Agency for Statistics</li>   <li>- Identification of the qualified media company to conduct campaign</li> <li>- Access to the media space of public broadcasters and other electronic and printed media</li> </ul>
	<p>1.3.3. Mapping report on gender statistics and support to the BHAS and the Entity Statistics Institutes in</p>	<p>- Gender responsive statistics mapping report - Enriched and updated “Women</p>	<p>2019:0  2019:7</p>	<p>- Gender responsive statistics mapping report presented to all</p>	<p>2021: <i>mapping report developed and presented</i></p>	<p>- Mapping Report - “Women and Men in BiH” publication - Agenda and list of participants at</p>	

<p>promoting the publication Women and Men in BiH.</p>	<p>and Men in BiH” publication</p>		<p>relevant institutions and partners (Year 1) - Launch of the new and improved version of “Women and Men in BiH” publication</p>		<p>“Women and Men in BiH” publication launch event</p>	
<p>1.3.4. Support for preparing PR materials and public awareness campaign(s) for communicating the tangible benefits for women, men, boys, and girls, resulting from mainstreaming gender equality into all sectors and areas of EU accession/reform to the wider public. Increasing the visibility of the gender equality mechanism and raising the significance of gender equality issues for international monitoring and the EU accession process. <i>(Raising awareness among the general public of the interconnection between the degree of gender equality and</i></p>	<p>- Number of general public campaigns - Number of infographics</p>	<p>2019:0</p>	<p>- 2 campaigns by the end of Year 2 - At least 10 infographics</p>	<p><i>-five (5) online news sources published first press release</i> <i>-two TV appearances</i> <i>-over 120 civil servants received promotional materials and banner displayed at five (5)</i> <i>-two (2) rounds of one (1) social media campaign ‘Just the Facts’ with 22 posts on Facebook, Twitter and Instagram</i> <i>-42 posts on social media overall</i> <i>-78,000 reach on social media</i></p>	<p>- At least 100.000 people informed about this issue through the campaign - Infographics developed</p>	

	<b><i>socio-economic development and progress in the EU integration process)</i></b>						
	1.3.5. Building on the existing Sarajevo Declaration process, facilitating structured dialogue at country and particularly regional level, and networking among Gender Equality Mechanisms in the region, through meetings, exchange visits, knowledge transfer, learning and engagement in relevant gender equality events, ensuring that experience by different gender institutional mechanisms is shared across countries to further improve implementation. Two meetings annually are foreseen to be organised, as well as preparation of an electronic semi-annual newsletter. ( <b><i>Exchange of expertise between institutional</i></b> )	- Number of expertise exchanges	2018:4	- Up to 6 exchanges		- Agenda, list of participants	

	<i>mechanisms for gender equality in the region)</i>						
	1.3.6. Support to strategically inter-linking Gender Equality Mechanisms in the countries of the Western Balkans to ensure that they effectively network with each other, raise their voices, and jointly lobby for increased engagement with Brussels and within the EU accession processes. Provision of technical support for Gender Equality Mechanisms in areas of common need, such as to strategically engage in the accession and negotiation process, in collaboration with EU Delegations, DG NEAR, UN Women Gender Equality Facility projects across the Western Balkans region, and selected Gender Equality Mechanisms in recent and 'old' EU Member States. <i>(Support to</i>	- Number of meetings		- 4 representatives of institutional mechanisms, 2 three-day visits		- Mission reports	

<i>institutional mechanisms for gender equality in BiH to share expertise with relevant EU DGs and gender experts)</i>						
1.3.7. Preparation and dissemination of bulletins on gender equality in the Western Balkans in the context of EU Integration	- Number of bulletins on gender equality in the Western Balkans	2019:0	- At least 2 bulletins issued by the end of Year 2		- Websites of institutional mechanisms for gender equality	
1.3.8. Technical support for exchange of gender mainstreaming methods, tools, materials, and products. Sharing of best practice, experience, and lessons learned, including through technical workshops and a newsletter, among officially nominated representatives of Gender Equality Mechanisms, EUD specialists, Directorate for European Integration, the European Institute for Gender Equality and UN Women Gender Equality Facility	- Number of civil servants engaged in transfer/exchange - Number of regional initiatives supported for improving gender mainstreaming and promoting learning (at least 1 per year)		- 4 knowledge exchange missions by end of Year 2		- Mission reports	

	<p>projects in pre-accession countries.  <i>(Supporting the transfer of knowledge on gender mainstreaming in the EU integration process between relevant institutions from the Western Balkans – exchange between civil servants)</i></p>						
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## ANNEX 8: DATA COLLECTION INSTRUMENTS

### UN Women team

#### RELEVANCE

- Please describe the pre-project situation that can explain how the project was relevant for situation of target groups?
  - How it was relevant for gender equality mechanisms at different levels?
  - How it was relevant for the institutions responsible for coordinating process of EU accession?
  - How it was relevant for line ministries and their sectoral policies at state and entity and kantonal levels?
  - How it was relevant for Statistical institutions at state and entity levels?
  - How it was relevant for CSOs?
  - How it was relevant for citizens of BiH, women and men?
- Please describe to what extent national partners and beneficiaries were involved in project design? Were there direct consultations related to the project design, or in some other way the needs and priorities of partners and beneficiaries were taken into account (previous cooperation, stakeholders analysis, etc.)
- How this intervention is relevant for the improvement of the gender equality in BiH? What are key gender gaps and how this intervention can contribute to close them?
- How is intervention relevant for EU accession Process?
- Was the intervention designed in line with key international instruments, such as CEDAW, GREVIO, BfP, and which aspects were in focus and how the intervention is aligned with these instruments (more general alignment with conventions or more directly taking into account recommendations for example of CEDAW Committee, GREVIO, EC, and which ones?)
- To what extent the intervention is aligned with EU Gender Equality Acquis?
- To what extent the intervention is aligned with Agenda for Sustainable Development until 2030 and SDGs?
- To what extent the intervention is aligned with state and entity level priorities in GEWE, particularly as defined in National Strategy for Gender Equality and GAP?
- To what extent the project intervention continues to be relevant for the GE and needs of relevant stakeholders, particularly having in min the decision of EU to grant candidate status to BiH?

#### COHERENCE

- To what extent does the project fit within UN Women's strategic plan and threefold UN Women mandate?
- Are there any linkages and synergies with other UN Women programmes and projects?
- To what extent UN Women in BiH has capitalized from GEF implementation in other countries and how UN Women has established synergies in terms of GEF implementation in the region?
- To what extent are the interventions achieving synergies with UNCT work in the country and how the project contributes to UNSDCF?

- Is the project coherent with other interventions in the country implemented by the government? Which ones?
- Is the project coherent with other interventions in the country implemented by the other international and bilateral partners? Which ones?
- What do you perceive as comparative advantage of UN Women in regard to the area of project intervention? Are there other stakeholders that can do the same job? If yes, what is different that you can do?

#### EFFECTIVENESS

- How would you estimate the effectiveness of the project? Where you managed to complete the tasks and achieve results to full extent and maybe to exceed the planned results, and in which areas you did not succeed?
- How effective were intervention strategies? What proved good and effective and what not? Did you have to change strategies and why? What you learned from that experience? Were there innovative strategies?
- What were the factors contributing to the effective achievement of results?
- What were obstacles and challenges? How did you mitigate them? What you learned from that experience?

#### EFFICIENCY

- Have resources (financial, human, technical support, etc.) been sufficient to achieve the project outcomes?
- How decision making, coordination, monitoring and reporting was organized?
- Were there any delays in project activities and why?

#### IMPACT

- Where do you see the major project impact?
- Has project improved communication, coordination and information exchange within the national Gender Machineries at all levels?
- Has project achieved any unforeseen results, either positive or negative? Which results and for whom and why?
- Has the project contributed to the increased BiH compliance with international GEWE commitments and EU GE acquis?
- Do you see already some benefits for final beneficiaries, women and men?

#### SUSTAINABILITY

- Do you have 'exit strategy', how will you ensure the sustainability of the results?
- What are the factors, preconditions that will increase the likelihood of sustainability of results?
- What are the factors that can inhibit or even erase the achieved results?
- How would you assess national ownership of the project results at state, entity and kantonal levels?
- How the project impacted national capacities?
- To what extent has the project been able to promote replication and or upscaling of successful practices?

#### GE AND HR

- To what extent has gender and human rights principles and strategies been integrated into the project design and implementation?
- To what extent disability inclusion was integrated in project planning and implementation?

## Gender Equality mechanisms

### RELEVANCE

- How would you describe the pre-project situation in your institution and you personally as well as your colleagues in regard to the knowledge on GE in the context of EU accession, alignment with the EU GE *acquis*? What were the main gaps in capacities in regard to this area and how these gaps were addressed by the project?
- How would you describe the GAP implementation? To your knowledge, has the GAP been implemented effectively? In which areas GAP has been more effectively implemented and which are particularly challenging areas? What were the main gaps in capacities in regard to this area and how these gaps were addressed by the project?
- How would you rate capacities of your institution and personnel to mainstream gender in IPA programming? What were the main gaps in capacities in regard to this area and how these gaps were addressed by the project?
- Were you/your institution involved in the project design?
- From the perspective of your institution, how this intervention is relevant for the work you do in regard to the priorities and reforms in the sector within the EU accession process?
- Were there any activities in the project in which you were involved that were not very relevant for your institution and role it performs? Which ones?
- Is this project still relevant for the work your institution performs? In which way?
- Are there any activities that might in the future be more relevant for your institution? What is further that you need in order to perform your roles and responsibilities integrating GEWE?

### COHERENCE

- Is the project coherent with other interventions in the country implemented by your institution? Which ones? Where coherence lies?
- Are you aware of any other interventions in the country implemented by the other international and bilateral partners which can build synergy with this one? Which ones? In what terms they bring synergy together?
- What do you perceive as comparative advantage of UN Women in regard to the area of project intervention? Are there other stakeholders that can do the same job? If yes, what is different that UN Women does compared to other stakeholders?

### EFFECTIVENESS

- What was your role in the project? In which activities have you participated?
- How would you assess the results from these activities? Were they effectively achieved? What are main results? Based on what you can conclude that?
- How would you assess the methods of implementation? Was there anything innovative? Would you propose some other way of implementing same activities?
- What were the reasons for the successful implementation of these activities?

- What would be main gaps in achieving project results? What were the reasons for these gaps?

#### EFFICIENCY

- How would you describe the cooperation with UN Women, the way how activities were organized?
- Do you think human and material resources, technical capacities were adequate to implement the project?
- Were there any delays in project activities?
- Do you think something could be done better, in which way?

#### IMPACT

- What was your gain from the project, personal and institutional?
- What do you think it is the gain for broader processes of GE and EU integrations from the project?
- What is the gain for the implementation of GAP?
- What is the for gender sensitive IPA programming?
- Has project achieved any unforeseen results for you and your institutions, either positive or negative? Which results and why?

#### SUSTAINABILITY

- Has project increased your ownership over the key processes: alignment with GE EU acquis, gender mainstreaming of IPA programming and GAP implementation?
- Are you able to apply new knowledge, skills, procedures, to use manuals or improved gender sensitive data? If yes, please provide examples? If not, why? What are the obstacles to implement newly learned things or established procedures and processes?
- How would you describe the cooperation between your institution and ministries/institutions responsible for EU integration and statistical institutes, before and after the project? Has anything changed? What?
- How would you describe the cooperation between your institution and CSOs in the context of EU integration processes, before and after the project? Has anything changed? What?

### Institutions in charge for EU accession

#### CONTEXT

- Please describe where is currently BiH in the EU accession process? What are next steps that BiH should do in order to progress on the road to EU?
- How gender equality fits into that process?

#### RELEVANCE

- What is the role of your institution in the process and what are the needs of your institution and your personnel to perform that role in line with GE principles and EU GE *acquis*?
- Were you involved in the project design?

- From the perspective of your institution, how this intervention is relevant for the EU accession Process?
- To what extent the intervention is aligned with EU Gender Equality Acquis?
- To what extent the intervention responds to the assessment of the situation and recommendations delivered by EC in regular progress reports?
- Were there any activities in the project in which you were involved that were not very relevant for your institution and role it performs? Which ones?
- Is this project still relevant for the work your institution performs? In which way?
- Are there any activities that might in the future be more relevant for your institution? What is further that you need in order to perform your roles and responsibilities integrating GEWE?

#### COHERENCE

- Is the project coherent with other interventions in the country implemented by your institution? Which ones? Where coherence lies?
- Are you aware of any other interventions in the country implemented by the other international and bilateral partners which can build synergy with this one? Which ones? In what terms they bring synergy together?
- What do you perceive as comparative advantage of UN Women in regard to the area of project intervention? Are there other stakeholders that can do the same job? If yes, what is different that UN Women does compared to other stakeholders?

#### EFFECTIVENESS

- What was your role in the project? In which activities have you participated?
- How would you assess the results from these activities? Were they effectively achieved? What are main results? Based on what you can conclude that?
- How would you assess the methods of implementation? Was there anything innovative? Would you propose some other way of implementing same activities?
- What were the reasons for the successful implementation of these activities?
- What would be main gaps in achieving project results? What were the reasons for these gaps?

#### EFFICIENCY

- How would you describe the cooperation with UN Women, the way how activities were organized?
- Do you think something could be done better, in which way?

#### IMPACT

- What was your gain from the project, personal and institutional?
- What do you think it is the gain for broader processes of GE and EU integrations from the project?
- Has project achieved any unforeseen results for you and your institutions, either positive or negative? Which results and why?
- Has the project contributed to the increased BiH compliance with EU GE acquis?

#### SUSTAINABILITY

- Are you able to apply new knowledge, skills, procedures, to use manuals or improved gender sensitive data? If yes, please provide examples? If not, why? What are the obstacles to implement newly learned things or established procedures and processes?
- How would you describe the cooperation between your institution and GE mechanisms before and after the project? Has anything changed? What?

## Ministries and other institutions direct beneficiaries (except statistical institutes)

### CONTEXT

- Please describe what are the current priorities in your sector as defined by the strategic plans, programs?
- How gender equality fits into that process?

### RELEVANCE

- How would you describe the pre-project situation in your institution and you personally as well as your colleagues in regard to the knowledge on GE in the context of EU accession, alignment with the EU GE *acquis*?
- What is the role of your institution in GAP implementation? How would you assess the capacities of your institution to implement GAP activities within your responsibility?
- How would you rate capacities of your institution and personnel to mainstream gender in IPA programming?
- Were you/your institution involved in the project design?
- From the perspective of your institution, how this intervention is relevant for the work you do in regard to the priorities and reforms in the sector within the EU accession process?
- Were there any activities in the project in which you were involved that were not very relevant for your institution and role it performs? Which ones?
- Is this project still relevant for the work your institution performs? In which way?
- Are there any activities that might in the future be more relevant for your institution? What is further that you need in order to perform your roles and responsibilities integrating GEWE?

### COHERENCE

- Is the project coherent with other interventions in the country implemented by your institution? Which ones? Where coherence lies?
- Are you aware of any other interventions in the country implemented by the other international and bilateral partners which can build synergy with this one? Which ones? In what terms they bring synergy together?
- What do you perceive as comparative advantage of UN Women in regard to the area of project intervention? Are there other stakeholders that can do the same job? If yes, what is different that UN Women does compared to other stakeholders?

### EFFECTIVENESS

- What was your role in the project? In which activities have you participated?
- How would you assess the results from these activities? Were they effectively achieved? What are main results? Based on what you can conclude that?

- How would you assess the methods of implementation? Was there anything innovative? Would you propose some other way of implementing same activities?
- What were the reasons for the successful implementation of these activities?
- What would be main gaps in achieving project results? What were the reasons for these gaps?

#### EFFICIENCY

- How would you describe the cooperation with UN Women, the way how activities were organized?
- Do you think something could be done better, in which way?

#### IMPACT

- What was your gain from the project, personal and institutional?
- What do you think it is the gain for broader processes of GE and EU integrations from the project?
- What is the gain if any in regard to your role in implementation of GAP?
- What is the gain if any in regard to gender sensitive IPA programming?
- Has project achieved any unforeseen results for you and your institutions, either positive or negative? Which results and why?

#### SUSTAINABILITY

- Are you able to apply new knowledge, skills, procedures, to use manuals or improved gender sensitive data? If yes, please provide examples? If not, why? What are the obstacles to implement newly learned things or established procedures and processes?
- How would you describe the cooperation between your institution and GE mechanisms before and after the project? Has anything changed? What?
- How would you describe the cooperation between your institution and ministries/institutions responsible for EU integration, before and after the project? Has anything changed? What?
- How would you describe the cooperation between your institution and CSOs in the context of EU integration processes, before and after the project? Has anything changed? What?

### Statistical agencies and institutes

#### RELEVANCE

- How would you describe the pre-project situation in your institution and you personally as well as your colleagues in regard to the knowledge on GE in the context of EU accession, alignment with the EU GE *acquis*?
- How would you rate capacities of your institution to provide gender sensitive data for the monitoring gender equality situation in BiH/FBiH/RS? What are the areas with data gaps?
- How would you describe the capacities of your statistical agency/institute to provide data for monitoring GAP implementation?
- Were you/your institution involved in the project design?
- Were there any activities in the project in which you were involved that were not very relevant for your institution and role it performs? Which ones?

- Is this project still relevant for the work your institution performs? In which way?
- Are there any activities that might in the future be more relevant for your institution? What is further that you need in order to perform your roles and responsibilities in providing gender sensitive data?

#### EFFECTIVENESS

- What was your role in the project? In which activities have you participated?
- How would you assess the results from these activities? Were they effectively achieved? What are main results? Based on what you can conclude that?
- How would you assess the methods of implementation? Was there anything innovative? Would you propose some other way of implementing same activities?
- What were the reasons for the successful implementation of these activities?
- What would be main gaps in achieving project results? What were the reasons for these gaps?

#### EFFICIENCY

- How would you describe the cooperation with UN Women, the way how activities were organized?
- Do you think something could be done better, in which way?

#### IMPACT

- What was your gain from the project, personal and institutional?
- Has project achieved any unforeseen results for you and your institutions, either positive or negative? Which results and why?

#### SUSTAINABILITY

- Are you able to sustain project results? To continuously provide gender sensitive data, to provide data for monitoring GAP implementation, to produce Gender Equality Index Report?
- How would you describe the cooperation between your institution and GE mechanisms before and after the project? Has anything changed? What?
- How would you describe the cooperation between your institution and ministries/institutions responsible for EU integration, before and after the project? Has anything changed? What?
- How would you describe the cooperation between your institution and CSOs in the context of EU integration processes, before and after the project? Has anything changed? What?

### CSOs

Please describe briefly your organization: when it is founded, what is the mission, to which target groups and thematic areas you focus your work, what are the most recent and ongoing projects you have been implementing?

#### RELEVANCE

- How would you assess the involvement of your organization in GAP implementation?
- How would you assess the involvement of your organization in EU accession processes?
- Did you have the opportunity to apply for the project funded through IPA funds?

- How would you describe the capacity of organization to engage in monitoring GAP implementation and participating EU accession processes, particularly in regard to the aligning to EU Gender Equality acquis?
- Did you organization participate in the consultations related to the project design?
- Were there any activities in the project in which you were involved that were not very relevant for your institution and role it performs? Which ones?
- Is this project still relevant for the work your organization? In which way?
- Are there any activities that might in the future be more relevant for your organization?

#### COHERENCE

- Are you familiar with other initiatives of CSOs in BiH that are complementary to this project?
- Are you aware of any other interventions in the country implemented by the other international and bilateral partners which can build synergy with the GEF? Which ones? In what terms they bring synergy together?
- What do you perceive as comparative advantage of UN Women in regard to the area of project intervention? Are there other stakeholders that can do the same job? If yes, what is different that UN Women does compared to other stakeholders?

#### EFFECTIVENESS

- What was your role in the project? In which activities have you participated?
- How would you assess the results from these activities? Were they effectively achieved? What are main results? Based on what you can conclude that?
- How would you assess the methods of implementation? Was there anything innovative? Would you propose some other way of implementing same activities?
- What were the reasons for the successful implementation of these activities?
- What would be main gaps in achieving project results? What were the reasons for these gaps?

#### EFFICIENCY

- How would you describe the cooperation with UN Women, the way how activities were organized?
- Do you think something could be done better, in which way?

#### IMPACT

- What was your gain from the project, personal and organizational?
- What do you think it is the gain for broader processes of GE and EU integrations from the project?
- Has project achieved any unforeseen results for you and your organization, either positive or negative? Which results and why?
- From what you know, has the project contributed to the increased BiH compliance with EU GE acquis?

#### SUSTAINABILITY

- Are you able to apply new knowledge, skills, procedures, to use manuals or improved gender sensitive data? If yes, please provide examples? If not, why? What are the obstacles to implement newly learned things or established procedures and processes?

- How would you describe the cooperation between your organization and GE mechanisms before and after the project? Has anything changed? What?
- How would you describe the cooperation between your organization and line ministries before and after project implementation? Has anything changed? What?
- How would you describe the cooperation between your organization and statistical institutes before and after the project? Has anything changed? What?

## Online questionnaire

Introduction about the purpose of the questionnaire and remarks on anonymity and confidentiality.

Name \_\_\_\_\_  
 Institution \_\_\_\_\_

Please indicate in which project activities you have participated:

- List of activities in drop down menu

Please rate on the scale 1 (poor) – 5 (excellent) (+ not able to assess) how much participation in the project increased your understanding of **gender equality and gender mainstreaming**?

Please rate on the scale 1 (poor) – 5 (excellent) (+ not able to assess) how much participation in the project increased your understanding of **gender equality in EU acquis**?

Please rate on the scale 1 (poor) – 5 (excellent) (+ not able to assess) how much participation in the project increased your understanding of **what BiH must do in order to align with gender equality and gender mainstreaming**?

Please rate on the scale 1 (poor) – 5 (excellent) (+ not able to assess) how much participation in the project increased your understanding of **gender mainstreaming of IPA programming**?

Please rate on the scale 1 (poor) – 5 (excellent) (+ not able to assess) how much participation in the project increased your capacities **to effectively implement and monitor the implementation of GAP**?

Are you able to apply newly acquired knowledge and skills related to gender mainstreaming in IPA programming? Yes/No

If No: What prevents you to apply knowledge on gender equality in the context of IPA programming and alignment of policies to gender equality incorporated in EU *acquis*?

Please, has your contribution to the implementation of GAP increased due to the participation in the GEF project? Yes/NO

If Yes: in which particular way your contribution to the GAP implementation has improved?

If Not: what are the reasons that you cannot contribute to the more effective GAP implementation?

All in all, what are the most important project results for you?

What would you recommend for the next phase of the project that can contribute to the advancement of gender equality in line with EU acquis?

Thank you for your cooperation 😊

## ANNEX 9: TOR

### TERMS OF REFERENCE (TOR)

#### International Consultant for the Final Evaluation of the Project EU Gender Equality Facility Bosnia and Herzegovina (GEF)

Starting date:	15 September 2022
Expected duration of assignment:	15 September 2022 – 28 February 2023
Type of contract:	Consultancy (SSA)
Duty Station:	Home-based
Application Deadline:	31 July 2022
Supervision:	UN Women Office Bosnia and Herzegovina
Number of working days:	35

#### Background of the project

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality (GE) and gender mainstreaming translate into action globally. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

Since 2010, the European Union and UN Women have developed a close partnership. Working in concert, the European Union and UN Women have made great strides to promote gender equality through shared dialogue, advocacy, and cooperation programs.

The European Union Gender Equality Facility (GEF) in BiH is based on the Action Document for the Instrument for Pre-Accession Assistance (IPA II) for the year 2018 "EU Gender Equality Facility". The project is funded and jointly implemented by the European Union and UN Women, through the Project Team in close cooperation with the Agency for Gender Equality BiH (AGE BiH), the Gender Center of the Federation of BiH (GC FBiH) and the Gender Centre of Republika Srpska (GC RS).

Bosnia and Herzegovina's (BiH) progress in recent years respecting and promoting Gender Equality is highlighted in a series of international commitments and in national legal and policy frameworks. The main achievements in the field of gender equality and women's empowerment reside in BiH's institutional capacity development for the work on gender equality. Indeed, the legal provisions guaranteeing women's rights and gender equality are largely in place – the Gender Equality Law, the Gender Action Plan, the Election Law amendment instituting quotas, the Action Plan for the implementation of UNSCR 1325,

and the ratification of the Istanbul Convention are normative achievements that influence the institutional practice in promoting gender equality in Bosnia and Herzegovina.

As the Government of BiH prepares to align with the broader European Union *acquis* in a wide range of sectors, it is prioritizing investment in particular sectors with specific areas of social and economic reform, providing for the adoption of a comprehensive sector-based approach to development. BiH's accession to the European union is structured on the Stabilisation and Association Process (SAP), the implementation of which is monitored by the European Commission. Bosnia and Herzegovina applied for EU membership in February 2016. The Commission adopted its Opinion (Avis) on the EU membership application of the country in May 2019, identifying 14 key priorities for the country to fulfill in view of opening EU accession negotiations out of which one priority is targeting gender equality.

GEF aims to strengthen the effective implementation of domestic and international legal frameworks concerning gender equality and women's rights; mainstreaming gender into European Union integration and planning processes for pre-accession assistance; and strengthen institutional mechanisms for gender equality in line with the European union standards. Furthermore, GEF will support institutions in correctly aligning with the European Union Gender Equality *acquis*. The focus of the project intervention is on the role and functioning of institutional mechanisms for gender equality and their engagement in all aspects of European Union integration and planning and implementation of pre-accession assistance. Support includes strengthening the gender institutional mechanisms; the Gender Action Plan (GAPs) Coordination Committees and civil servants tasked with providing gender expertise in sectoral areas (gender focal points in ministries); and also the enhancement of capacities for implementing and monitoring GAPs and other relevant policies at the state and entity level. The intervention will address challenges in the implementation of laws and gender equality policies through support to the institutions mandated for gender equality and between coordination and monitoring of gender equality policies and measures.

Pursuant to the Gender Equality Law of BiH, the Agency for Gender Equality of Bosnia and Herzegovina (AGE) is entrusted with monitoring the enforcement of the law. Furthermore, the Agency, along with the Gender Center of the Federation of BiH (GC FBiH) and the Gender Centre of Republika Srpska (GC RS) (collectively referred to as the "gender institutional mechanisms") are key institutional mechanisms for gender equality in the BiH Council of Ministers, Government of the Federation of BiH and the Government of Republika Srpska, in charge of directing efforts towards fighting discrimination and achieving gender equality in BiH by developing strategic documents and action plans.

The Directorate for European Integration is a permanent, autonomous, and professional body of the Council of Ministers of Bosnia and Herzegovina, which coordinates the processes and activities of the institutions in the integration of BiH into the European Union. Competences of the Directorate are related to the commitments stemming from

the integration process, alignment of legislation with the *acquis*, financial assistance of the EU for BiH, translation of legislation and other documents, and communication and training for various target groups to provide institutional, professional and technical support to BiH integration into the EU.

Additionally, in terms of EU integration process in BiH, at the entity level, there is the Republika Srpska Ministry for European Integration and International Cooperation and the Office of the Federation of BiH Government for European Integration. At the Brcko District level, there is the Department for European Integration and International Cooperation.

In this context, the UN Women BiH is seeking to engage an international consultant for the Final Evaluation of the Project “EU Gender Equality Facility Bosnia and Herzegovina” (GEF).

## **1. Description of the programme/project**

### **2.1 Project strategy and key objectives**

The project rely on several proven strategies to build sustainable commitment and capacity to support gender equality, which include: facilitating partnerships to reach consensus on policy priorities; providing innovative models to support measures and actions; documenting and disseminating proven practices for enhancing performance and accountability for gender equality; and building an evidence-base that supports advocacy and action on implementing commitments to gender equality.

Projects results for the period from October 2020 to September 2021 are reflected below:

**Overall objective** of the project is to support the Government of Bosnia and Herzegovina to comply with national and international gender equality commitments and EU Gender Equality Acquis.

**Specific Objective** is to improve the performance of institutional mechanisms for gender equality and key personnel mandated for European integration.

- Gender analysis of eight (8) Instrument for Pre-Accession Assistance (IPA) Action Documents (AD) has been conducted: support to judiciary, support to internal affairs; public administration reform (including statistics); public financing; enhanced administrative capacities; environment and climate change; people; aligned food standards
- Gender analysis of one (1) IPA programme document on Cross-border Cooperation Programme between Bosnia and Herzegovina and Montenegro has been drafted

#### **Output 1: Capacities of Gender Institutional Mechanisms strengthened**

Administrative structures, adequate and well-trained staff and management systems are in place, satisfying the requirements for sound oversight and implementation of the EU Gender Equality acquis across sectors and levels of government.

- Pre-EU Accession Capacities Analysis Report and Recommendations developed, including one (1) validation workshop attended by 10 (ten) representatives of project partners and the European Union Delegation
- EU format Gender Country Profile Bosnia and Herzegovina for 2021 has been developed
- Country Level Implementation Plan, based on the updated Gender Country Profile Bosnia and Herzegovina has been developed

**Output 2: Capacities of targeted institutions in BiH to include gender perspective improved**

The gender mechanism effectively supports, promotes and engages in gender mainstreaming, ensuring that sector strategies, programmes, plans and budgets are designed and implemented in line with EU directives and recommendations on gender equality.

- Three trainings have been conducted and guides on gender mainstreaming in the IPA programming processes have been developed one for each priority sector (agriculture and rural development, competitiveness and innovation, democracy and rule of law), with a total of 48 participants

**Output 3: The implementation and monitoring of the selected areas of the Gender Action Plan is enhanced**

The implementation of the BiH Gender Action Plan is strengthened and its monitoring enhanced, and gender mechanisms are involved in joint actions at regional level on Gender Mainstreaming in the EU accession process/negotiations.

- A Report has been developed on the system to monitor and evaluate the Gender Action Plan BiH 2018-2022, including recommendations and toolkit.
- Two workshops were organised to present and discuss the findings with a total of 79 participants.
  - Work with statistics institutions at all levels to improve gender statistics. Collecting sex-disaggregated data is a key step in identifying gender gaps which can only then be closed through targeted policies. A Mapping has been conducted and a report produced on gender statistics as well as recommendations for the enrichment of the Women and Men publication. One workshop was held with representatives of all three statistical institutions and gender institutional mechanism (a total of twenty (20) representatives attended)
- Raising awareness:
  - 78,000 reach on social media;
  - five online sources published project's first press release;
  - two TV appearances.
  - promotional materials distributed to over 120 civil servants;
  - two rounds of the social media campaign Just the Facts or "Samo Činjenice" with 22 posts (overall 42 posts from the start of the project)

- *three project update bulletins shared with over 100 contacts*

During the first year of implementation, the foundation has been laid for ensuring further gender mainstreaming of sectoral strategies and programme documents starting from gender statistics, as one of the first sources for strategic planning, to practical gender mainstreaming training and monitoring and evaluation activities. Considering the above number of IPA documents complete with a gender analysis and number of civil servants trained in gender mainstreaming (detailed below), the likeliness of reaching the final outcome target (15% of sectoral strategic and programme documents gender mainstreamed and/or complete with gender specific sections) is assessed as achievable.

As for changes to the logical framework matrix, it is suggested that a proxy indicator – recommendations for legislative improvements – is used *in lieu* of the second outcome indicator referring to the number of draft laws and by-laws aligned with the Gender Equality *acquis* (the target being six (6)) should be redefined as an impact level indicator.

## **2.2 Project beneficiaries and stakeholders**

**Direct beneficiaries** of the proposed action are primarily civil servants at targeted levels of government, staff of institutional mechanisms for gender equality, members of coordination boards for GAP implementation, Gender Focal Points engaged in GEF priority sectors institutions. In each of the institutions targeted by GEF support, activities on gender mainstreaming will be specific and strategic on full integration into regular priorities and affairs. Other direct beneficiaries of GEF include staff of statistical institutions, institutions in charge of EU integration affairs, and offices for planning and managing reform and development processes at the state and entity levels.

### **DEI**

The Action is expected to provide direct support to the DEI efforts to coordinate IPA programming and EU integration related policy making efforts, as well as capacity building to all the relevant actors involved in the IPA programming in targeted sectors and across three governments. The consideration of gender equality supports differential understanding of needs and planning for increased impact. In particular the sector gender mainstreaming guidance will support the increased socially inclusive and responsive sector planning and programming.

### **EU Delegation**

The Action is embedded within the larger framework of EU gender policy and, in a wider sense, the EU Gender Action Plan II and Gender Action Plan III once adopted. Through specific activities such as the introduction, dissemination and application of standardized EU gender mainstreaming guidance, the Action will contribute to strengthening the preconditions for more effective absorption of the EU Gender Equality *acquis* and, concomitantly, EU GAP II and GAP III implementation in BiH.

### ***Civil Society Organizations***

Responding to the finding of women’s rights civil society organizations in the Western Balkans<sup>52</sup> lacking information and skills that would enable them to support EU actors in promoting gender mainstreaming in EU accession processes, the Action will build knowledge of relevant civil society actors to provide input to the planning and implementation process for gender responsive policy. This activity would directly contribute to implementing EU GAP Objective 4, Activity 4.3. “Ensure that consultation with National Gender Equality Mechanisms and Civil Society Organizations working on girls’ and women’s rights inform country level programmes, regardless of the sector”.

**Indirect beneficiaries** are women, men, girls and boys in BiH, particularly poor and disadvantaged groups among them, benefiting from the resulting increase in gender-responsiveness in reform processes and ultimately, service delivery. The action will seek to influence key reform initiatives including the Social Policy/Employment, Public Administration, and Governance/Rule of Law reform priorities that are expected to impact on at least half of the population in the coming decade, or an estimated 1,4 million citizens.

**The main stakeholders** of this Action are: BiH Agency for Gender Equality, FBiH Gender Centre, RS Gender Centre, Directorate for European Integration, Ministry for international cooperation and European integration of Republika Srpska, Office of the Government of The Federation of Bosnia and Herzegovina for the European integration, state and entity coordination committees for implementation of GAPs, gender focal points in line ministries responsible for gender mainstreaming as well as relevant civil society organizations. This action will aim to improve capacities of these institutions through acquiring new knowledge and participating in the suggested activities on how to ensure integration of Gender Equality acquis in policies and gender mainstreaming of EU integration processes. Staff of the stakeholder institutions, key staff of relevant line-ministries and agencies, members of the coordination bodies for implementation of BiH Gender Action Plan, gender-focal points and personnel responsible for European integration in various institutions and levels of government will benefit from this Action. The action will also focus on mainstreaming gender in IPA Programming process by providing assistance to the relevant institutions across state and entity governments and Delegation of the European Union to Bosnia and Herzegovina.

### ***2.3 Project budget, geographical scope and timeframe***

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<sup>52</sup> Kosovo Women’s Network (2018). Mind the Gap – An independent evaluation of the implementation of the EU Gender Action Plan in Western Balkan countries.

The GEF project is a project implemented in Bosnia and Herzegovina from 1 of October 2020 until 31 March 2023. Total project budget is EUR 500,000 contributed by the European Commission.

The implementation is in line with the EU-UN Financial and Administrative Framework Agreement (FAFA) of 29 April 2003 and supplemented by the 01 January 2014 Addendum which says that UN Women is the leading organisation on gender equality and women's empowerment in the UN system. UN Women passed the pillar assessment, which confirmed that all assessed pillars (internal control, accounting, external audit, grants, procurement, and sub delegation) are positive, thereby confirming that the European Commission can entrust budget implementation tasks to UN Women under direct management.

## **2.4 Project Management**

### *Operational Management*

UN Women implement the project in close cooperation with the BiH Agency for Gender Equality, FBiH Gender Centre, RS Gender Centre, Directorate for European Integration, Ministry for international cooperation and European integration of Republika Srpska, Office of the Government of The Federation of Bosnia and Herzegovina for the European integration, state and entity coordination committees for implementation of GAPs, gender focal points in line ministries responsible for gender mainstreaming as well as relevant civil society organizations.

UN Women has the overall responsibility for managing the implementation of the project. The project is managed by the project GEF team and supported by the technical experts in various areas. The GEF Team members include: Project Manager, Project Associate, Communication Assistant.

### *The Project Steering Committee*

The Project Steering Committee is established in line with detailed provisions of the respective procedures under project management. The Project Steering Committee is responsible for ensuring smooth implementation through regular reviews of the project progress and is chaired by the Agency for Gender Equality of Bosnia and Herzegovina. The Project Steering Committee monitor progress, examine, and approve annual plans and reports and the respective outputs, provide a forum for regular, transparent, and coordinated sharing of information about the project.

The Project team members provide the administrative support for organizing all Project Steering Committee meetings, with UN Women acting as the Secretary to the Project Steering Committee.

## **2. Evaluation Purpose and Use**

### **3.1 Evaluation scope**

The final evaluation of the project will be conducted towards the end of project implementation and will cover the entire duration of the project from 1 October 2020 until 31 March 2023. The evaluation is scheduled between September 2022 and February 2023.

The evaluation might include a data collection mission to Sarajevo.

The evaluation shall cover all aspects of the project, and broadly allocate resources (time) in relation to the relative expenditure between the various project components.

### **3.2 Evaluation purpose**

A final project evaluation will be conducted with a special focus on lessons learnt both from programmatic and coordination perspectives. The main purpose of this final evaluation is to assess the programmatic progress and performance of the above described intervention from the point of view of relevance, effectiveness, impact, organizational efficiency and sustainability. The evaluation will not be able to fully assess the project performance, as some activities are still ongoing; however, it will address the following questions with the results and evidence that is available to date.

The findings of the evaluation are expected to contribute to effective programming, organizational learning and accountability. The findings of the evaluation will moreover be used to engage policy makers and other stakeholders at national and local levels in evidence-based dialogues and to advocate for gender-responsive strategies to promote inclusive local and national economic development with a particular focus on rural women. The evaluation should also provide specific recommendations as to the priority areas that should be considered in next projects implemented by UN Women Bosnia and Herzegovina office, including interventions that require continued support, successful interventions for expansion, and recommendations on prioritizing interventions to maximize impact. It should also define recommendations to improve project management structure.

The evaluation will follow a participatory. An Evaluation Reference Group were key stakeholders in the implementation of the project will be represented. The data collection process will include consultation with key project partners including governmental

representatives from relevant ministries and national institutions, civil society representatives and active women's groups as well as key development partners.

### **3.3 Evaluation objectives**

The specific evaluation objectives include:

- Analyse the relevance and coherence of the project objectives, strategy and approach at the entity and national levels for the Government support to comply with national and international gender equality commitments and EU Gender Equality Acquis.
- Assess effectiveness and a potential measurable impact of the project intervention on the target group across all three results.
- Assess organizational efficiency and coordination mechanisms in progressing towards the achievement of the project results, including the achievement of gender equality and women's empowerment results as defined in the intervention.
- Assess the sustainability of the results and the intervention in advancing gender equality in the target group.
- Analyze how human rights-based approach and gender equality principles are integrated in the project implementation
- Assess how the intervention and its results relate and contribute to the Agenda 2030 and its Sustainable Development Goals
- Identify and document lessons learned, good practices and innovations, success stories and challenges within the project, to inform future work of participating UN agencies in the frameworks of gender mainstreaming and good governance.
- Identify strategies for replication and up-scaling of the project's best practices.

### **3. Evaluation Management Structure**

#### ***Evaluation Management Group***

An Evaluation Management Group (EMG) will be conformed and will be the main decision-making body for the evaluation and is composed of UN Women project team members and UN Women Bosnia and Herzegovina Representative. In addition, UN Women Regional Evaluation Specialist for Europe and Central Asia will provide quality assurance support throughout the evaluation process. The EMG will be responsible for the overall management of the evaluation and will oversee the day to day business of the evaluation and communication with the Evaluation Team. The appointed evaluation task manager

will be responsible for day-to-day management of the evaluation and the coordination for the field visits, including logistical support.

### ***Evaluation Reference Group***

An Evaluation Reference Group (ERG) will be established to ensure that the evaluation approach is relevant to stakeholders, and to make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The reference group will provide input at key stages of the evaluation: inception report; draft and final reports. The ERG will be composed of BiH Agency for Gender Equality, FBIH Gender Centre, Directorate for European Integration, Office of the Government of The Federation of Bosnia and Herzegovina for the European integration, Delegation of European Union, and women CSOs representative. The ERG will be consulted on key aspects of the evaluation process. The group will be composed to ensure that all relevant stakeholders' groups and perspectives are represented, including from CSOs.

## **4. Evaluation Approach, Methodology Criteria and Questions**

The evaluation will assess progress and challenges for each of the three results, with measurement of the specific results achievements and gaps and how and to what extent these have affected overall progress. It will consist of a desk review, in-depth interviews with key stakeholders, such as the BiH Agency for Gender Equality, FBIH Gender Centre, Directorate for European Integration, Office of the Government of The Federation of Bosnia and Herzegovina for the European integration and sector's CSOs involved in project implementation or addressing the needs and representing the interests of specific sectors' groups.

The evaluation will be a transparent and participatory process involving relevant stakeholders and partners in Bosnia and Herzegovina. The evaluation will follow gender equality and human rights principles, as defined in the UN Women Evaluation Policy<sup>53</sup> and adhere to the United Nations norms and standards for evaluation in the United Nations system<sup>54</sup>. The evaluation methodology will employ mixed methods. A more detailed evaluation methodology will be proposed and agreed with the evaluation team and will be presented in the evaluation inception report.

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<sup>53</sup> UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12), <http://www.unwomen.org/en/digital-library/publications/2012/10/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women>

<sup>54</sup> United Nations Evaluation Group, Norms and Standards for evaluation in the United Nations system, access at: [http://www.uneval.org/normsandstandards/index.jsp?doc\\_cat\\_source\\_id=4](http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4)

The evaluation is a final project evaluation and both a summative approach focusing on capturing the lessons learned during the implementation and assessing the achievement of the results at output and outcome levels, as well as a formative, forward-looking approach assessing the applicability of the results will be employed. The evaluation methodology will furthermore follow a ToC approach and employ mixed methods including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. Methods may include but are not limited to:

- Desk review of relevant documents such as project documents, progress reports, financial records, meeting minutes and monitoring reports, and secondary data or studies relating to the country context and situation analysis.
- Online consultations and discussions with the senior management and project management staff.
- Semi-structured interviews, focus group discussions, surveys with direct and indirect beneficiaries, implementing partners, donor and other stakeholders.
- Field visits to and observation at selected project sites.

Data from different research sources will be triangulated to increase its validity. The proposed approach and methodology has to be considered as flexible guidelines rather than final requirements, and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. The methodology and approach should, however, incorporate human rights and gender equality perspectives. It is expected that the Evaluator will further refine the approach and methodology and submit a detailed description in the inception report.

The evaluation will include Relevance, Coherence, Effectiveness, Efficiency, and Sustainability and Impact criteria. More specifically, the evaluation will consider the following evaluation questions that will be further refined once the evaluation team is recruited<sup>55</sup>:

**Relevance:**

- To what extent was the design of the intervention and its results relevant to the needs and priorities of the beneficiaries? Was the choice of interventions relevant to the situation of the target group?

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<sup>55</sup> The final evaluation matrix will be included and validated in the evaluation inception report. The questions presented are only indicative and the evaluation team will refine, revise and modify them as needed.

- To what extent key national partners were involved in programme's conceptualization and design process?
- To what extent has gender and human rights principles and strategies been integrated into the project design and implementation?
- To what extent is the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of EU Gender Equality Acquis?
- To what extent was the design of the intervention relevant to gender equality priorities in the country?
- What are the needs and priorities of the women in Bosnia and Herzegovina ?
- Is the NAP for GE implementation making sufficient progress towards planned objectives of the National Strategy for Gender Equality?
- To what extent project contributed to achieving nationalized Sustainable Development Goals?

**Coherence:**

Internal coherence:

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the project and other interventions of UN Women?
- To what extent UN Women in Bosnia and Herzegovina has capitalized from GEF implementation in other countries and how UN Women has established synergies in terms of GEF implementation in the region?

External coherence:

- To what extent is the intervention consistent with the national development strategies in the area of gender equality, gender mainstreaming and women's empowerment, and reflect national priorities and commitments on GE?
- How does project reflect and align with national strategic plans and normative frameworks and Bosnia and Herzegovina ` international obligations and commitments in the field of women's rights and gender equality?

- To what extent the project is in complementarity, harmonized and coordinated with the interventions of other actors' interventions in the same context?
- To what extent the implementation of the project ensures synergies and coordination with Government's and key partners relevant efforts while avoiding duplications?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?
- What is UN Women's comparative advantage in Bosnia and Herzegovina to implement this project?
- To what extent is project aligned with the UN Development Partnership Frameworks and nationalized SDGs?

**Effectiveness:**

- To what extent have the expected results of the project been achieved on both outcome and output levels?
- What are the reasons for the achievement or non-achievement of the project results? Has project achieved any unforeseen results, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- How effective have the selected programme strategies and approaches been in achieving programme results?
- How well did the intervention succeed in involving and building the capacities of rights-holders, duty-bearers, as well as the project partners?
- To what extent are the programme approaches and strategies are innovative for achieving gender equality in Bosnia and Herzegovina? What -if any- types of innovative good practices have been introduced in the programme for the achievement of GEEW results?
- What contribution are participating UN agencies making to implementing global norms and standards for gender equality and economic empowerment of women in Bosnia and Herzegovina?
- To what extent the project improved communication, coordination and information exchange within the National Gender Mechanisms at all level?
- Is there a clear understanding of roles and responsibilities by all parties involved?

**Efficiency:**

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?

- Has there been effective leadership and management of the project including the structuring of management and administration roles to maximize results? Where does accountability lie?
- Have the outputs been delivered in a timely manner?
- To what extent are the project monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?
- Were there any constraints (e.g., political, practical, bureaucratic) identified in the implementation of the different actions and what level of effort was made to overcome these challenges?

**Sustainability:**

- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?
- To what extent the intervention succeeded in building individual and institutional capacities of rights-holders and duty-bearers to ensure sustainability of benefits and more inclusive practices to local development and good governance?
- How effectively has the project generated national ownership of the results achieved, the establishment of partnerships with relevant stakeholders and the development of national capacities to ensure sustainability of efforts and benefits?
- What steps were taken to develop and/or reinforce the operating capacities of national partners during the implementation of the programme?
- To what extent has the project been able to promote replication and/or up-scaling of successful practices?
- To what extent has the exit strategy been well planned and successfully implemented?
- How effectively has project contributed to the establishment of effective partnerships and development of national capacities?

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles into evaluation, these dimensions will require special attention for this evaluation and will be considered under each evaluation criterion.

It is expected that the evaluation team will develop an evaluation matrix, which will relate to the above questions (and refine them as needed), the areas they refer to, the criteria

for evaluating them, the indicators and the means for verification as a tool for the evaluation. Final evaluation matrix will be approved in the evaluation inception report.

## **5. Evaluation Process, duties and responsibilities of the Evaluation Team**

### **6.1 Evaluation process**

The evaluation process is divided in five phases:

1. **Preparation**, mainly devoted to structuring the evaluation approach, preparing the TOR, compiling programme documentation, and hiring the evaluation company;
2. **Inception**, which will involve consultations between the evaluation team and the EMG, programme portfolio review, finalization of stakeholder mapping, inception meetings with the ERG, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report;
3. **Data collection** and analysis, including in-depth desk research, in-depth review of the project documents and monitoring frameworks, online interviews as necessary, staff and partner survey/s, and field visits;
4. **Data analysis and reporting stage**, focusing on data analyzed, interpretation of findings and drafting and validation of an evaluation report; and
5. **Dissemination, follow-up and use**, once the evaluation is completed UN Women is responsible for the development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website, and the dissemination of evaluation findings.

The outline above corresponds to the entire evaluation process from preparation, to conduct, reporting and follow up and use. The Evaluator will only be responsible for the inception, data collection and data analysis and reporting phases. Evaluation preparation and dissemination, follow up and use will be the responsibility of EMG.

### **6.2 Evaluation requirements**

Corresponding with the inception, data collection, data analysis and reporting stages of the evaluation process, the duties and responsibilities of the evaluation team will be as follows:

- Carry out the inception phase and developing an inception report outlining design, approach and methodology of the evaluation and an indicative workplan of the evaluation team within the framework of this ToR.

- Directing and carrying out collection, research and analysis of relevant documentation and other data, and reporting.
- Assuring quality of data collection and carry out the analysis of the evaluation evidence.
- Preparing for meetings with the evaluation management group, evaluation reference group and other stakeholders to review findings, conclusions and recommendations.
- Carry out the preparation of the evaluation communication products.
- To conduct a data collection field mission with the support of the EMG which will include individual interviews with the relevant stakeholder;
- To prepare a Power Point Presentation and an outline on preliminary findings and present to EMG and to ERG;
- To produce and submit a draft and a final evaluation report in English to be validated by EMG and ERG;
- To produce an evaluation brief in English.

## **7. Evaluator**

The evaluator must have relevant experience of the following: conducting evaluations, gender equality, gender mainstreaming and women's economic empowerment. He/she is responsible for coordination during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all evaluation products in close collaboration with the evaluation task manager and the evaluation management group.

### **7.1 Required skills and expertise of the International Consultant**

#### **Core Values:**

6. **Integrity** - Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
7. **Professionalism** - Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work.

**Cultural sensitivity and respect for diversity** - Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Additionally, the individual should have an international outlook, appreciating difference in values and learning from cultural diversity

#### **Competencies:**

- Sensitivity and adaptability to culture, gender, religion, nationality and age

- Strong analytical, writing and reporting abilities
- Strong interpersonal and communication skills, ability to lead a team and negotiate amongst a wide range of stakeholders
- Commitment to quality products and deadlines

#### **Qualification and experience:**

- At least a master's degree in economics, social sciences, international relations, gender studies or a related area
- At least 7 years international experience in conducting evaluations of strategies, policies and/or development programmes and projects;
- Proven experience of designing and leading or participating in gender-responsive and human rights-based evaluations utilizing participatory approaches and methodologies
- Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Native level of Bosnian/Croatian/Serbian is considered as an advantage
- Proficiency in written and spoken English language;

### **8. Evaluation timeframe and expected outputs**

#### **8.1 Expected deliverables**

The evaluation team is expected to deliver:

- **An inception report:** The evaluation team will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the evaluation management group and, based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with the evaluation reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.
- **Presentation of preliminary findings:** A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the evaluation management group for feedback. The revised presentation will be delivered to

the reference group for comment and validation. The evaluation team will incorporate the feedback received into the draft report.

- **A draft evaluation report:** A first draft report will be shared with the evaluation management group for initial feedback. The second draft report will incorporate evaluation management group feedback and will be shared with the evaluation reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.
- **The final evaluation report:** The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.
- **Evaluation communication products:** Online presentation of the preliminary findings (date TBD), a PowerPoint/Prezi presentation of the final key evaluation findings and recommendations, and a 2-pager/infographics on the final key findings, lessons learned and recommendations in a format preferably adjustable for individual project sites in English.

Payment will be issued in three instalments upon the satisfactory submission of the deliverables cleared by the evaluation task manager to certify that the services have been satisfactorily performed:

30% upon approval of evaluation inception report;

30% upon the submission of the draft report; and

40% upon the validation of the final evaluation report and communication products.

## 8.2 Evaluation time frame

The project evaluation will be conducted between September 2022 and February 2023. The preliminary calendar for the process is detailed in the table below.

Task	Tentative timeframe deadline	Est no days international consultant
<b>Inception phase September 2022 – October 2023</b>		
Desk review of background documentation	15 October 2022	3
Inception meeting with EMG	01 November 2022	1
Inception report (including two rounds of revision)	15 November 2022	5
<b>Data collection phase October – November 2022</b>		

Documents review, (online) interviews	30 October 2022	3
Visit to project sites <sup>56</sup>	30 November 2022	5
<b>Analysis and reporting phase December 2022 - February 2023</b>		
Drafting and presentation of preliminary findings (including one round of revision)	30 December 2022	3
Preparation and submission of report (including two rounds of Revision)	15 February 2023	10
Review and submission of final report and communication products (PPT and a brief)	28 February 2023	5
<b>Total</b>		<b>35</b>

## 9. Application procedure:

The following documents should be submitted as part of the application:

- **Cover letter** to include a brief overview in English (unedited text) about which of your previous experiences makes you the most suitable candidate for the advertised position.
- **P11** with past experience in similar assignments; can be downloaded at <http://www.unwomen.org/about-us/employment>, a signed copy should be submitted.
- **Financial Proposal** specifying a total lump sum amount for the tasks specified in this Terms of Reference. The financial proposal shall include a breakdown of this lump sum amount (daily rate and number of anticipated working days, travel costs for any part of the assignment, and any other possible costs).

### Evaluation of applicants:

Consultants will be evaluated using a cumulative analysis method taking into consideration the combination of qualifications and financial proposal. Contract will be awarded to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant/acceptable, and
- b) Having received the highest score out of below defined technical and financial criteria.

Only candidates obtaining a minimum of 49 points in the technical evaluation would be considered for financial evaluation.

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<sup>56</sup> Due to the Covid19 pandemic situation onsite data collection might need to be replaced by online data collection. This will be revisited and agreed with UN Women during the inception phase of the evaluation.

	Evaluation Criteria	Max points
<b>TECHNICAL EVALUATION (70%)</b>		
<b>Language Requirements</b>	Fluency in written and spoken English Language and Bosnian/Croatian/Serbian (advantage)	<b>REQUIRED</b>
<b>Education</b>	Master's degree in economics, social sciences, international relations, gender studies or a related area.	<b>20</b> 0: without relevant master's degree 20: Master's degree
<b>Professional experience</b>	International experience in conducting evaluations of strategies, policies and/or development programmes and projects.	<b>20</b> 0: without 7 years of experience 15: 7 years of experience 20: more than 7 years of experience
	Proven experience of designing and leading or participating in gender-responsive and human rights-based evaluations utilizing participatory approaches and methodologies.	<b>10</b> 0: without relevant experience 10: relevant experience
	Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis.	<b>10</b> 0: without relevant experience 10: relevant experience
	Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders.	<b>10</b> 0: without relevant experience 10: relevant experience
<b>Total technical</b>		<b>70</b>

#### **Financial Evaluation (30%) – max. 30 points:**

The maximum number of points assigned to the financial proposal is allocated to the **lowest price** proposal. All other price proposals receive points in inverse proportion. A suggested formula is as follows:

$$p = 30 (\mu/z)$$

Using the following values:

p = points for the financial proposal being evaluated

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

#### **10. Evaluation TOR Annexes**

1. UNEG Code of Conduct for Evaluations<sup>57</sup>
2. UNEG Ethical Guidelines<sup>58</sup>
3. UNEG Norms for Evaluation in the UN System<sup>59</sup>
4. UNEG Standards for Evaluation in the UN System<sup>60</sup>
5. UNEG Guidance Integrating Human Rights and Gender in the UN System<sup>61</sup>
6. UN Women Evaluation Handbook<sup>62</sup>
7. UNSWAP Technical Note and Scorecard<sup>63</sup>
  
8. Gender Action Plan of Bosnia and Herzegovina for the period 2018-2022<sup>64</sup>

Please note that incomplete applications will not be considered (all documents indicated above need to be uploaded).

For any additional information, please contact [unwomen.bih@unwomen.org](mailto:unwomen.bih@unwomen.org)

At UN Women, we are committed to creating a diverse and inclusive environment of mutual respect. UN Women recruits, employs, trains, compensates, and promotes regardless of race, religion, color, sex, gender identity, sexual orientation, age, ability, national origin, or any other basis covered by appropriate law. All employment is decided on the basis of qualifications, competence, integrity and organizational need.

If you need any reasonable accommodation to support your participation in the recruitment and selection process, please include this information in your application.

UN Women has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UN Women, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. All selected candidates will be expected to adhere to UN Women's policies and procedures and the standards of conduct expected of UN Women personnel and will therefore undergo rigorous reference and background checks. (Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.)

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<sup>57</sup> <http://www.unevaluation.org/document/detail/100>

<sup>58</sup> <http://www.unevaluation.org/document/detail/102>

<sup>59</sup> <http://www.uneval.org/document/detail/21>

<sup>60</sup> <http://www.uneval.org/document/detail/22>

<sup>61</sup> <http://www.uneval.org/document/detail/1616>

<sup>62</sup> <http://genderevaluation.unwomen.org/en/evaluation-handbook>

<sup>63</sup> <http://www.uneval.org/document/detail/1452>

<sup>64</sup> [https://arsbih.gov.ba/wp-content/uploads/2018/11/GAP-BiH-2018-2022\\_B.pdf](https://arsbih.gov.ba/wp-content/uploads/2018/11/GAP-BiH-2018-2022_B.pdf)