

**United Nations Development Programme
Country: Bosnia & Herzegovina
Project Document**

Project Title: **Enhancing Evidence-based Policy-making in Bosnia & Herzegovina**

UNDAF Outcome: Outcome 1: By the end of 2014, Government with participation of civil society implements practices for more transparent and accountable governance and meets the requirements of the EU Accession process:

Expected CP Outcome: 2.1 Government develops, coordinates, monitors, and reports on inclusive, evidence-based and rights-based social policies and social protection policies

Expected Outcome (from existing CPAP): 1.1 Strengthened capacity of municipalities and CSOs to manage and participate in long-term sustainable socio-economic development within a framework of HR and RoL

Responsible Parties: **UNDP**

Brief Description

The UNCT's Common Country Assessment (2008) identified significant gaps in the government's capacity to improve the quality of its policies and strategies at all levels and in all sectors. The lack of evidence-based policy making in the country stems from a dearth of quality data, weak capacities to interpret the data available, and the failure to effectively incorporate analytical conclusions into policy. Since 2000, UNDP has been making a significant contribution to the promotion of evidence-based policy-making through the regular production of high-quality analytic reports, such as the Early Warning Systems, MDG Reports, National Human Development Reports, and other thematic research publications. Building upon the success of these knowledge products, the project Enhancing Evidence-based Policy-making in Bosnia & Herzegovina (R&D Project) will make a significant contribution to enhancing evidence-based decision-making in BiH by producing and effectively disseminating a new generation of knowledge products that will improve BiH's research potential, in alignment with EU standards.

Atlas Award ID:	BIH10/00057590
Atlas Project ID:	00071220
Start date:	1 July 2009
End Date:	31 December 2010
PAC Meeting Date:	24 June 2009
Management Arrangements:	UNDP - DIM

2009 AWP budget:	US\$ 184,147
Total resources required:	US\$ 972,362.50
Total allocated resources:	US\$ 434,648
• Regular:	US\$ 434,648
• Other:	
o Donor:	_____
o Donor:	_____
o Donor:	_____
o Government:	_____
Unfunded budget:	US\$ 537,715
In-kind Contributions:	

Agreed by (UNDP): Christine McNab 26/6/09
Christine McNab, Resident Representative

researching and analysing the multiple dimensions of poverty, disadvantage and social exclusion in BiH. Other beneficiaries will include government ministries at state and entity levels, academic institutions, research organisations and think tanks.

II. STRATEGY

The need to address the lack of evidence-based policies is recognised in the new UNDAF framework (2010 to 2014) prepared by the UNCT in 2008. UNDAF Outcomes 1 and 2 articulate the UNCT's intention to assist the government to improve the quality of policy-making and service delivery through supporting different levels of government to better base policies on quantitative and qualitative analyses. In order to achieve these results, the UN agencies have committed themselves to the promotion of evidence-based policy making through supporting the national capacities for data collection and analysis, with particular emphasis on economic and social disadvantage, and the impact of political and economic reforms on social exclusion. As the lead UN agency in BiH, UNDP intends to make a substantial contribution to these outcomes through systematising its production and the dissemination of knowledge.

UNDP BiH has a proven track record of making major data and analytical contributions to equip BiH government, institutions, academia and civil society with quality background information on the socio-economic context in the country. Since April 2000, UNDP has produced regular '**Early Warning Systems**' (EWS) in order to improve the capacity of policy and decision makers in Government and the international community for crisis prevention and management. The EWS have been extremely well received by both government and international community and have proven to be usable source of data and reliable analysis and commentary on the changing political, social and economic context. Moreover, through the contributions of academia and non-government organisations as analysts and experts, the EWS is recognised for its independence and impartiality. The significance of the EWS also lies in its methodology. With over 30 reports published over the past nine years, it represents an entirely unique longitudinal assessment tool, which enables the assessment of changes in society, politics and the economy. As such, it will benefit from being directly linked to UNDP's other longitudinal research activity: the **MDG Progress Report**. Work on the MDG Progress Report will be done in close collaboration with the Office of the UN Resident Coordinator and the UN Country Team.

The Millennium Declaration commits the international community and UN member states to the achievement of eight major goals: eradication of poverty, achievement of universal primary education; promotion of gender equality and empowerment of women; reduction of child mortality; improvement in maternal health; ensuring environmental sustainability; developing a global partnership for development. The Millennium Development Goals are a strategic tool for raising awareness, advocacy, alliance building, and renewing the political commitment towards the promotion of Sustainable Human Development at the country level based on a global consensus. Since the MDGs make up a sum-total overview of the progress made in the development process at country level, periodic reporting on the MDGs presents an opportunity for UNDP BiH to enable the government to further its poverty monitoring capacities in alignment with national strategic priorities, in a way that allows for both longitudinal and international comparison.

Policy-makers in BiH also require more credible, internationally comparable data and analysis on the major factors that affect human development. In contributing to this need, UNDP BiH has now published six **National Human Development Reports** (NHDRs) which have become recognized as the basic reference for human development issues in BiH. The most recent NHDR on Social Inclusion (2007), for example, utilized the concept of social inclusion, which is at the heart of EU social policy-making, in order to analyse the different facets and causes of social exclusion in the country and to provide recommendations for promoting inclusion. This report broke new ground in a number of respects: by analysing the situation of social exclusion and multiple deprivations in BiH; by offering for the first time, BiH estimates for a Social Exclusion Index and the EU Laeken indicators of social exclusion; and by engaging directly with disadvantaged groups in the preparation of the report. As such, in addition to international comparability, the NHDR 2007

provides an important methodological framework for participatory processes in research preparation and dissemination.

Finally, UNDP has also made other significant thematic data contributions. In 2007, for example, together with Oxford Research International and the government of the Netherlands, UNDP published *The Silent Majority Speaks*, which involved the analysis of a survey of over 3,500 citizens covering topics ranging from perceptions about politics, corruption, and social trust to views on BiH's strengths, weaknesses and policy priorities. Most recently, UNDP BiH released a comprehensive analytical study focusing on pension reform and social protection systems in BiH, contributing to the debate on pension reform and providing background material for policymakers, highlighting the potential repercussions of various policy options. Building upon this experience, the R&D Project intends to make a significant contribution to enhancing the quality of evidence-based policy-making in BiH through harmonising and extending the creation of knowledge products within a framework that works towards greater capacity development of government, statistical agencies and academia. This will be done through systematising the production and transfer and dissemination of knowledge and research through the four activities outlined below.

In the first instance, the harmonisation of the three knowledge products: EWS, MDG Reports & NHDRs, therefore, will work towards improving the evidence-base for government policy and decision-making. As a preparatory exercise, the impact of prior research will be assessed and feedback will be gathered to improve the format of current publications. These newly formulated knowledge products will contribute to improving BiH's research potential, in alignment with EU standards. In addition, the focusing of these three research activities in one project will provide the basis for the production of additional knowledge products such as thematic reports with a social inclusion focus on potential topics such as gender or persons with disabilities, and periodic updates and briefs on the development situation for UNDP programme and external stakeholders.

Through working with partner institutions and organizations at each stage of the research, the project will make a considerable contribution to building institutional capacities in shaping and disseminating research results. The shaping of these knowledge products will also draw upon the grassroots experiences of some of UNDP's poverty reduction programmes such as the Area-based Development Programmes and their ability to provide up-to-date insights on local communities. Close contact will be maintained with other agencies such as the World Bank and the IMF during the collection and dissemination of data, in particular where relevant to economic development. Throughout the preparation of each knowledge product, a strategy for the comprehensive dissemination of each package will be developed with the assistance of UNDP public relations team.

Secondly, as a result of previous research activities, UNDP BiH has a **data resource** of enormous potential that is yet to be fully utilized. By systematizing the collection of this data, collating existing data within a clear framework, making it accessible, and utilizing it for greater knowledge transfer, the project will work towards improving institutional capacities for data analysis and dissemination. By building partnerships with other agencies collecting data on BiH (such as research institutes, CSOs, international community agencies), academia and government, the project will contribute to better data management capacities. Finally, with the longer-term in view, the project will undertake an assessment of **data archival potential** in terms of institutional capacities for acquisition, preservation, dissemination and promotion. Finally, building upon the successful collaboration with government institutions such as the DEP during the preparation of the last two NHDRs, specifically tailored technical assistance will be provided to the DEP to improve their **capacities for incorporating evidence into policy**. This assistance will focus on, but not be limited to, the data and analysis requirements for the monitoring and evaluation of the new national strategies.

Together, these initiatives will strengthen national capacities and partnerships to improve the quality, dissemination and use of research, and knowledge management, with a view to supporting the creation of sustainable structures for information flow and knowledge transfer.

III. RESULTS AND RESOURCES FRAMEWORK

III. Results and Resources Framework			
Intended Outcome as stated in the Country Programme Results and Resource Framework:			
Outcome 2.1 Government develops, coordinates, monitors, and reports on inclusive, evidence-based and rights-based social policies and social protection policies / 1.1 Government at all levels modernizes public sector practices through public administration reform and bases policies on sound quantitative and qualitative analysis			
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: No outcome indicators available			
Applicable Key Result Area (from 2008-11 Strategic Plan): 2008-11 Strategic Plan: Democratic Governance: Poverty reduction			
- Relevant national Millennium Development Goals: MDG 1: Poverty reduction and MDG 3: Gender equality			
Partnership Strategy: The key partners are those institutions with a mandate for undertaking or incorporating policy-directed research in Bosnia and Herzegovina. These include the Directorate for Economic Planning, the state and entity statistical agencies, academic and research institutions as well as Civil Society Organisations involved in policy-making.			
Project title and ID (ATLAS Award ID BIH10/00057590): Enhancing Evidence-based Policy-making in Bosnia & Herzegovina			
Intended Output (Project ID 00071220): Quality of evidence-based policy-making enhanced			
Expected Results: 6 to 10 knowledge products prepared, published and			
INDICATIVE ACTIVITIES	ACTIVITY TARGETS FOR	SUB-ACTIVITIES	RESPONSIBLE
	Year 1:		UNDP
Improving knowledge of political, economic and social trends in government policy and decision-making	1. Development of new methodology for assessing social, political and economic trends	1.0 Development of new format for Early Warning System 1.1 Design of new methodology for EWS 1.2 Partnership building to enhance national ownership of newly designed knowledge products	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)
Baseline: Four Early Warning System Reports and one Annual Review published annually since 2000 utilising existing methodology			30,000.00 10,000.00 25,000.00 10,000.00 5,000.00 50,000.00 1,000.00 500.00 5,000.00 20,000.00 500.00 10,990.00
Indicators: Improved research methodology for EWS as the basis of new publication # of new knowledge products on social, political and economic trends	Year 2: 1. Publication of two knowledge products based	1.1 Adjustment of survey instrument 1.2 Undertaking of 2 opinion polls 1.3 Data analysis of two datasets 1.4 Authoring of 2 EWS reports 1.5 Editing & finalising 1.6 Publication & dissemination	
			TOTAL ACTIVITY 1: (USD)
			167,990.00
Activity 2	Year 1:		UNDP
Improving knowledge of Social Capital in government policy and decision-making	1. Completion of NHDR 2009	1.1 Stakeholder workshops on research results 1.2 Authoring of NHDR 2009 1.3 Publication and dissemination of NHDR 2009 1.4 Follow-up	71200-International Consultants 71600-Travel 72100-Subcontract Companies 74200- Audio Visual/Print Prod Costs 75100 - UNDP GMS (7%)
Baseline: NHDR 2007 utilised by government for preparation of Social Inclusion Strategy			7,000.00 1,500.00 11,500.00 2,000.00 1,540.00
Indicators: # of citations of 2009 NHDR in government strategies, policies and other documents			
			TOTAL ACTIVITY 2: (USD)
			23,540.00

INDICATIVE ACTIVITIES	ACTIVITY TARGETS FOR	SUB-ACTIVITIES	RESPONSIBLE	INPUTS (in USD)
Activity 3 Improving knowledge of Human Development in government policy and decision-making Baseline: NHDR 2007 utilised by government for preparation of Social Inclusion Strategy Indicators: # of citations of new NHDRs in government strategies and policies	Year 2: 1. Production of NHDR 2011	1.1 Consultations with stakeholders on topic for NHDR 1.2 Research methodology developed 1.3 Research undertaken 1.4 Research analysed 1.5 Stakeholder workshops on research results 1.6 Authoring of NHDR 2009 1.7 Publication and dissemination of NHDR 2009 1.8 Follow-up	UNDP	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)
Activity 4 Improving knowledge of Millenium Development Goals in government policy and decision-making Baseline: Last country MDG assessment in 2005 Lack of knowledge of MDGs among government stakeholders Indicators: # of citations of MDG report in government # of MDG reports published	Year 2: 1. Publication of MDG Report	1.1 Provision of technical assistance to the preparation of the MDG report	UNDP	TOTAL ACTIVITY 3: (USD) 71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%) TOTAL ACTIVITY 4: (USD) 20,000.00 10,000.00 10,000.00 10,000.00 3,000.00 15,000.00 500.00 500.00 3,500.00 5,000.00 500.00 5,460.00
				162,640.00
				83,460.00

INDICATIVE ACTIVITIES	ACTIVITY TARGETS FOR	SUB-ACTIVITIES	RESPONSIBLE	INPUTS (in USD)
Activity 5 Improving knowledge of Social Exclusion in government policy and decision-making Baseline: Lack of quality information available on situation of specific vulnerable groups in BiH Indicators: # of quality analytic reports published on social exclusion & vulnerability in BiH	Year 2: 1. Publication of thematic publication (social exclusion focus) 2. Publication of thematic publication (social exclusion focus)	1.1 Roundtable discussions on topic for thematic publication (quantitative) 1.3 Stakeholder workshops on research results 1.4 Additional research 1.5 Authoring thematic report 1.6 Publication & dissemination 1.7 Follow-up 2.1 Roundtable discussions on topic for thematic publication (quantitative) 2.3 Stakeholder workshops on research results 2.4 Additional research 2.5 Authoring thematic report 2.6 Publication & dissemination 2.7 Follow-up	UNDP	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)
Activity 6 Improving institutional capacities for data analysis and dissemination Baseline: Little data sharing between government, institutions, international community, research organisations and others Indicators: # of accessible databases created	Year 1: 1. Creation and population of accessible database initially on UNDP's website utilising existing data Year 2: 1. Capacity assessment for Information and Data Dissemination Centre in BiH 2. Development of government capacity for data usage 3. Partnership building with academia on data dissemination and usage	1.1 Creation of strategy for data collection & dissemination 1.2 Systematisation of existing and planned data collection 1.3 Creation and population of user-friendly web data portal 1.4 Publicity for database 1.1 Analysis of prospects for data archival potential in terms of institutional capacities for acquisition, preservation, dissemination and promotion 1.2 Dissemination of results 2.1 Development of capacities of government & academia in data management 2.2 Assessment of existing and ongoing data collection activities in BiH for population of data archive 3.1 Roundtable with academics, statistics agencies and government representatives on improving information sharing 3.2 Workshops/seminars on data availability and usage with universities	UNDP	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)
TOTAL ACTIVITY 5: (USD)				83,460.00
TOTAL ACTIVITY 6: (USD)				93,090.00

INDICATIVE ACTIVITIES	ACTIVITY TARGETS FOR	SUB-ACTIVITIES	RESPONSIBLE	INPUTS (in USD)
Activity 7 Enhancing the capacities of DEP for incorporating research into policy Baseline: Lack of data available and usable by staff as the basis for strategic documents Limited statistical skills among staff Indicators: # of new data sources regularly utilised by staff improved staff statistical skills	Year 1: 1. Support to Government Year 2: 1. Support to Directorate for Economic Planning monitoring & evaluating	1.1 Support to draft working groups 1.1 Improving statistical capacities of DEP through staff mentoring 1.2 Technical assistance for preparation of survey instrument for strategy monitoring 1.3 Mapping of data requirements of Government Institutions (such as DEP) 1.4 Assessment of data needs for long-term assessment 1.5 Provision of technical expertise for development of M&E framework 1.6 Creation of user-friendly statistical database for monitoring implementation 1.7 Technical assistance with managing data collection	UNDP	71100- Research management 20,000.00 71200-International expert 10,000.00 71300-Local experts 10,000.00 71400- Project support 10,000.00 71600-Travel 10,000.00 72100-Subcontract Companies 10,000.00 72400-Communic & Audio Visual Equip 1,000.00 72500-Sundries 500.00 73100-Rental & Maintenance-Premises 5,000.00 74200- Audio Visual/Print Prod Costs 2,500.00 74500-Miscellaneous Expenses 500.00 75100 - UNDP GMS (7%) 5,565.00
Activity 8				TOTAL ACTIVITY 7: (USD) 85,065.00
Project management			UNDP	71100-Project Coordinator 180,000.00 71300-Local Consultants 2,500.00 71400-Project Assistant 41,250.00 71600-Travel 8,000.00 72400-Communic & Audio Visual Equip 1,500.00 72500-Supplies 1,500.00 73100-Rental & Maintenance-Premises 15,000.00 74200- Audio Visual/Print Prod Costs 4,500.00 74500-Miscellaneous Expenses 1,000.00 75100 - UNDP GMS (7%) 17,867.50
TOTAL BUDGET				TOTAL ACTIVITY 8: (USD) 273,117.50
				TOTAL PROJECT COST (USD) 972,362.50

IV. ANNUAL WORK PLAN

Year: 1

Annual Work Plan (2009)		Expected Output: (Project ID: 00071220) Quality of evidence-based policy-making enhanced				Time Frame (Year 1)		Responsible Party	Source of Funds	Budget Description (Expenditure Account)	Total Amount
PLANNED ACTIVITIES	Sub-Activities	Q1	Q2	Q3	Q4						
Activity 1 Improving knowledge of political, economic and social trends in government policy and decision-making Baseline: Four Early Warning System Reports and one Annual Review published annually since 2000 utilising existing methodology Indicators: Improved research methodology for EWS as the basis of new publication # of new knowledge products on social, political and economic trends	<p>1.0 Development of new format for Early Warning System</p> <p>1.1 Design of new methodology for EWS</p> <p>1.2 Partnership building to enhance national ownership of newly designed knowledge products</p>					UNDP	UNDP	<p>71100- Research management</p> <p>71200-International expert</p> <p>71300-Local experts</p> <p>71400- Project support</p> <p>71600-Travel</p> <p>72100-Subcontract Companies</p> <p>72400-Communic & Audio Visual Equip</p> <p>72500-Sundries</p> <p>73100-Rental & Maintenance-Premises</p> <p>74200- Audio Visual/Print Prod Costs</p> <p>74500-Miscellaneous Expenses</p> <p>75100 - UNDP GMS (7%)</p>	<p>5,000</p> <p>12,500</p> <p>5,000</p> <p>2,500</p> <p>25,000</p> <p>500</p> <p>250</p> <p>2,500</p> <p>10,000</p> <p>250</p> <p>4,445</p>		
Activity 2 Improving knowledge of Social Capital in government policy and decision-making Baseline: NHDR 2007 utilised by government for preparation of Social Inclusion Strategy Indicators: # of citations of 2009 NHDR in government strategies, policies and other documents	<p>1.1 Stakeholder workshops on research results</p> <p>1.2 Authoring of NHDR 2009</p> <p>1.3 Publication and dissemination of NHDR 2009</p> <p>1.4 Follow-up</p>					UNDP	UNDP	<p>71200-International Consultants</p> <p>71600-Travel</p> <p>72100-Subcontract Companies</p> <p>74200- Audio Visual/Print Prod Costs</p> <p>75100 - UNDP GMS (7%)</p>	<p>7,000</p> <p>1,500</p> <p>11,500</p> <p>2,000</p> <p>1,540</p>		
TOTAL ACTIVITY 1: (USD)										67,945	
TOTAL ACTIVITY 2: (USD)										23,540	

PLANNED ACTIVITIES	Sub-Activities	Time Frame (Year:)				Responsible Party	Source of Funds	Budget Description (Expenditure Account)	Total Amount
		Q1	Q2	Q3	Q4				
Activity 6 Improving institutional capacities for data analysis and dissemination Baseline: Little data sharing between government, institutions, international community, research organisations and others Indicators: # of accessible databases created	1.1 Creation of strategy for data collection & dissemination 1.2 Systematisation of existing and planned data collection 1.3 Creation and population of user-friendly web data portal 1.4 Publicity for database					UNDP	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)		
Activity 7 Enhancing the capacities of DEP for incorporating research into policy Baseline: Lack of data available and usable by staff as the basis for strategic documents Limited statistical skills among staff Indicators: # of new data sources regularly utilised by staff improved staff statistical skills	1.1 Support to draft working groups					UNDP	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	0	
TOTAL ACTIVITY 6: (USD)									
Activity 8 Project Management						UNDP	71100-Project Coordinator 71300-Local Consultants 71400-Project Assistant 71600-Travel 72400-Communic & Audio Visual Equip 72500-Supplies 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	60,000 2,500 13,750 3,000 750 300 4,500 1,500 300 6,062	
TOTAL ACTIVITY 7: (USD)									
TOTAL ACTIVITY 8: (USD)									
TOTAL									
								92,662	
								184,147	

Year: 2

Annual Work Plan (2010)									
Expected Output: (Project ID: 00071220) - Quality of evidence-based policy-making enhanced									
PLANNED ACTIVITIES	Sub-Activities	Time Frame (Year 1)				Responsible Party	Source of Funds	Planned Budget (Expenditure Account)	Total Amount
		Q1	Q2	Q3	Q4				
Activity 1 Improving knowledge of political, economic and social trends in government policy and decision-making Baseline: Four Early Warning System Reports and one Annual Review published annually since 2000 utilising existing methodology Indicators: Improved research methodology for EWS as the basis of new publication # of new knowledge products on social, political and economic trends	1.1 Adjustment of survey instrument 1.2 Undertaking of 2 opinion polls 1.3 Data analysis of two datasets 1.4 Authoring of 2 EWS reports 1.5 Editing & finalising 1.6 Publication & dissemination					UNDP	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	30,000 5,000 12,500 5,000 2,500 25,000 500 250 2,500 10,000 250 6,545	
TOTAL ACTIVITY 1: (USD)									
Activity 3 Improving knowledge of Human Development in government policy and decision-making Baseline: NHDR 2007 utilised by government for preparation of Social Inclusion Strategy Indicators: # of citations of new NHDRs in government strategies and policies	1.1 Consultations with stakeholders on topic for NHDR 1.2 Research methodology developed 1.3 Research undertaken 1.4 Research analysed 1.5 Stakeholder workshops on research results 1.6 Authoring of NHDR 2009 1.7 Publication and dissemination of NHDR 2009 1.8 Follow-up					UNDP	71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	30,000 10,000 20,000 10,000 5,000 60,000 1,000 500 5,000 10,000 500 10,640	
TOTAL ACTIVITY 3: (USD)									
162,640									

PLANNED ACTIVITIES	Sub-Activities	Time Frame (Year 1)				Responsible Party	Source of Funds	Budget Description (Expenditure Account)	Total Amount
		Q1	Q2	Q3	Q4				
Activity 4 Improving knowledge of Millennium Development Goals in government policy and decision-making Baseline: Last country MDG assessment in 2005 Lack of knowledge of MDGs among government stakeholders Indicators: # of citations of MDG report in government strategies and # of MDG reports published	1.1 Provision of technical assistance to the preparation of the MDG report				UNDP		71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	20,000 10,000 10,000 10,000 3,000 15,000 500 500 3,500 5,000 500 5,460	
Activity 5 Improving knowledge of Social Exclusion in government policy and decision-making Baseline: Lack of quality information available on situation of specific vulnerable groups in BIH Indicators: # of quality analytic reports published on social exclusion & vulnerability in BIH	1.1 Roundtable discussions on topic for thematic publication 1.2 Analysis of existing data (qualitative & quantitative) 1.3 Stakeholder workshops on research results 1.4 Additional research 1.5 Authoring thematic report 1.6 Publication & dissemination 1.7 Follow-up 2.1 Roundtable discussions on topic for thematic publication 2.2 Analysis of existing data (qualitative & quantitative) 2.3 Stakeholder workshops on research results 2.4 Additional research 2.5 Authoring thematic report 2.6 Publication & dissemination 2.7 Follow-up				UNDP		71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	20,000 10,000 10,000 10,000 3,000 15,000 500 500 3,500 5,000 500 5,460	
TOTAL ACTIVITY 4: (USD)								83,460	
TOTAL ACTIVITY 5: (USD)								83,460	

PLANNED ACTIVITIES	Sub-Activities	Time Frame (Year 1)				Responsible Party	Source of Funds	Budget Description (Expenditure Account)	Total Amount
		Q1	Q2	Q3	Q4				
Activity 6 Improving institutional capacities for data analysis and dissemination Baseline: Little data sharing between government, institutions, international community, research organisations and others Indicators: # of accessible databases created	1.1 Analysis of prospects for data archival potential in terms of institutional capacities for acquisition, preservation, dissemination and promotion 1.2 Dissemination of results 2.1 Development of capacities of government & academia in data management 2.2 Assessment of existing and ongoing data collection activities in BiH for population of data archive 3.1 Roundtable with academics, statistics agencies and government representatives on improving information sharing 3.2 Workshops/seminars on data availability and usage with universities				UNDP		71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	20,000 10,000 5,000 10,000 10,000 20,000 1,000 500 5,000 5,000 500 6,090	
TOTAL ACTIVITY 6: (USD)									
Activity 7 Enhancing the capacities of DEP for incorporating research into policy Baseline: Lack of data available and usable by staff as the basis for strategic documents Limited statistical skills among staff Indicators: # of new data sources regularly utilised by staff improved staff statistical skills	1.1 Improving statistical capacities of DEP through staff mentoring 1.2 Technical assistance for preparation of survey instrument for strategy monitoring 1.3 Mapping of data requirements of Government institutions (such as DEP) 1.4 Assessment of data needs for long-term assessment 1.5 Provision of technical expertise for development of M&E framework 1.6 Creation of user-friendly statistical database for monitoring implementation 1.7 Technical assistance with managing data collection				UNDP		71100- Research management 71200-International expert 71300-Local experts 71400- Project support 71600-Travel 72100-Subcontract Companies 72400-Communic & Audio Visual Equip 72500-Sundries 73100-Rental & Maintenance-Premises 74200- Audio Visual/Print Prod Costs 74500-Miscellaneous Expenses 75100 - UNDP GMS (7%)	20,000 10,000 10,000 10,000 10,000 10,000 1,000 500 5,000 2,500 500 5,565	
TOTAL ACTIVITY 7: (USD)									
93,090									
85,065									

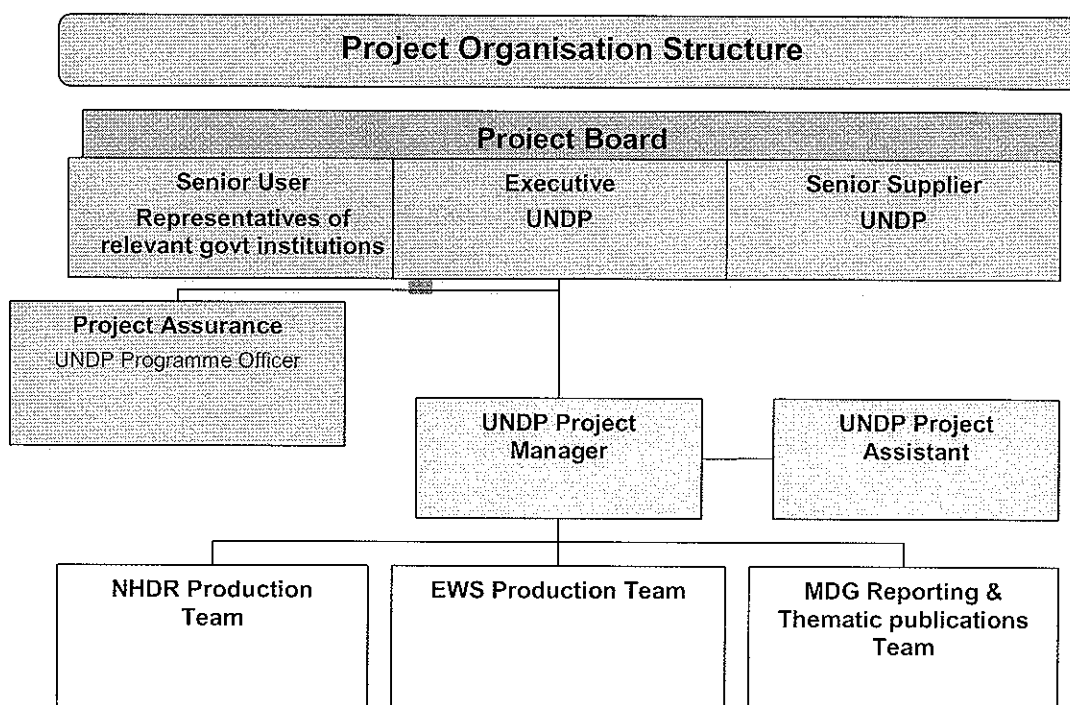
PLANNED ACTIVITIES	Sub-Activities	Time Frame (Year 1)				Responsible Party	Source of Funds	Planned Budget	
		Q1	Q2	Q3	Q4			Budget Description (Expenditure Account)	Total Amount
Activity 8 Project Management						UNDP	UNDP	71100-Project Coordinator	120,000
							UNDP	71300-Local Consultants	-
							UNDP	71400-Project Assistant	27,500
							UNDP	71600-Travel	5,000
							UNDP	72400-Communic & Audio Visual Equip	750
							UNDP	72500-Supplies	1,200
							UNDP	73100-Rental & Maintenance-Premises	10,500
							UNDP	74200- Audio Visual/Print Prod Costs	3,000
							UNDP	74500-Miscellaneous Expenses	700
							UNDP	75100 - UNDP GMS (7%)	11,806
TOTAL ACTIVITY 8: (USD)									180,456
TOTAL									788,216

V. MANAGEMENT ARRANGEMENTS

The RDP will be implemented by UNDP BiH utilizing the Direct Implementation modality (DIM). To ensure transparency and efficiency in executing DIM projects, UNDP country offices will make full use of existing mechanisms for project management and accountability. The establishment of coordination and consultation mechanisms with the participation of stakeholders in the different roles is a vital aid to transparent decision-making.

Project management responsibilities will be distributed according to the following division of work: Project Board, Project Assurance, Project Manager, and Administrative Support Services. UNDP BiH will take full responsibility for the achievement of immediate objectives as well as for the administration of financial and human resources.

The management of allocated funds will be carried out in accordance with the UNDP Programme and Operations Policy and Procedures, based on an 18-month work plan (2009-10) with a detailed budget. The workplan will be developed during the first month of the project. UNDP BiH will be responsible for managing and reporting back to donors on the resources allocated to the work plan. The management structure of the programme will be as follows:



Project Board

The Project Board is the group responsible for making, by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, the final decision shall rest with the UNDP Programme Officer. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and

products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

The Project Board will consist of the following roles:

- Executive, representing project ownership, and acting as chair of the board, in this case, the UNDP Resident Representative or Deputy Resident Representative or Assistant Resident Representative;
- Senior Supplier, to provide services for implementation of the programme, in this case UNDP;
- Senior User, to ensure the realization of project benefits, in this case, representatives of local authorities.

Project Assurance

Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. The role of Project Assurance will be performed by a UNDP Programme Officer.

Project Management

In line with standard practice, the Project will be guided and supported from the UNDP BiH programme. The Project Manager will have the responsibility to oversee project implementation on a day-to-day basis on behalf of the Project Board. S/he will be responsible for day-to-day management and will ensure that the project produces the results specified, to the required corporate standards and within the constraints of time and cost. S/he will coordinate with and report to the Programme Officer and the UNDP BiH DRR/ARR, and will consult with the Project Board.

Intellectual Property

UNDP will hold all intellectual property rights for publications solely produced by UNDP. In cases where publications are produced jointly with donors and/or other organisations, intellectual property rights will be shared and both UNDP and the partner organisation's logos will appear on the deliverables.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

To be completed during first month of the project

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: End Date:
Purpose	What is the purpose of the activity?	
Description	Planned actions to produce the activity result.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

ANNEX 1: RISK LOG - Risk Analysis.



ANNEX 1: RISK LOG

Project Title: Enhancing Evidence-based Policy-making in BiH Award ID: Date:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of interest among stakeholders in utilising the data from newly produced knowledge products	01.06.2009	Strategic	Publications fail to have the desired effect on improving policy-making P = 2 I = 4	Effective communications strategy will be put in place including regular communication with relevant government counterparts to ensure buy-in.	Project manager			
2	Lack of interest among stakeholders in the topics of newly produced knowledge products due to increasing focus on economic issues due to impact of global economic crisis	01.06.09	Environmental	Publications fail to have the desired effect on improving policy-making P = 1 I = 3	Social policy-related publications will highlight the relationship between economic growth, human development, social inclusion & the MDGs.	Project manager			
3	Insufficient resources for financing of all foreseen activities	01.06.09	Financial	Lack of resources leaves some activities unable to be undertaken P = 5 I = 5	Resource mobilisation strategy developed and implemented	Project board			
4	Weaknesses in national capacities result in poorly analysed or authored material.	01.06.09	Operational	Reports lack credibility due to lower quality P = 2 I = 4	Terms of reference for authors and analysts carefully developed and authors and analysts carefully vetted for appropriate skills	Project manager			