

PROJECT DOCUMENT
Bosnia and Herzegovina

Project Title: SDGs Roll-out Support and Private Sector Engagement
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Brief Description

The project aims to capacitate and prepare private and public sector partners in Bosnia and Herzegovina for the SDGs implementation, thus directly supporting Bosnia and Herzegovina's efforts to contribute to the largest global agenda that exists today – Agenda 2030. The project envisages two outputs as follows:

- 1.1. SDG Roadmap¹ for Bosnia and Herzegovina developed, and implementation started.
- 1.2. Private sector actors sensitized and engaged in SDGs prioritization, planning and implementation.

<p>Linkage with SDGs: All 17 SDGs</p> <p>Linkage with EU accession agenda: Direct contribution to strengthening public administration and institutional building, indirect contribution to the broader EU accession agenda.</p> <p>Contributing Outcome (UNDAF): Contributing to all 13 UNDAF Outcomes for the period 2015-2019</p> <p>Linkage with UNDP Strategic Plan 2014-2017: Inclusive and effective democratic governance</p>	Total resources required:	5,000,000 SEK	
	Total resources allocated:	Government of Sweden:	5,000,000 SEK
	Unfunded:	N/A	

For UN, agreed by:

Name and function:

Signature:

Date:

¹ Relevant authorities in Bosnia and Herzegovina will agree and define all elements of the Roadmap. Collaboration with all relevant institutions in BiH is foreseen through this project.

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DEVELOPMENT CHALLENGE

1. CONTEXT

1.1. Agenda 2030/Sustainable Development Goals

The world has set a very ambitious and necessary Agenda for 2030. All 193 Member States of the United Nations (UN) have committed themselves to solving the world's biggest challenges within 15 years: ending global poverty, protecting our planet and ensuring a life of dignity for all. This agenda includes 17 Sustainable Development Goals (SDGs) which provide framework for shared action to be implemented by all countries and all stakeholders, acting in collaborative partnership.

The SDGs commit to ending extreme poverty in all its forms, including hunger, and call on all people to enjoy universal access to essential social services and basic infrastructure by 2030. The SDGs commit to protect the planet from degradation, including through sustainable production and consumption and the sustainable management of natural resources, as well as taking urgent action to tackle climate change. Through the SDGs, the world is determined to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.

1.2. SDGs in the context of Bosnia and Herzegovina

While the SDGs are universal, they will very much be addressed at the national level – where each country will apply their unique history, culture and capabilities. The SDG Agenda calls for many partnerships at all levels, with all stakeholders working in solidarity to achieve the goals. Today's governments must coordinate with a broad spectrum of actors, such as multinational businesses, local governments, regional and international bodies, and civil society organizations. Accountability and transparency will be increasingly important at all levels of society, with revised regulatory mechanisms needed to ensure human, civil, and environmental rights.

In this context, there are many challenges facing Bosnia and Herzegovina (BiH), the country with one of the world's most complicated political systems, contributing to political deadlocks, low investments, socio-economic inequalities and high levels of corruption. However, after years of political stalemate and for the first time in recent political history, all government levels agreed on the Reform Agenda 2015-2018², which was a positive factor in the process of initiating important socio-economic reforms and unlocking the country's integration into the European Union (EU).³ As of 2015, the country has been also preparing annual Economic Reform Programmes, with focus on improving economic policies and economic governance.⁴ Stabilisation and Association Agreement with the EU finally entered into force in 2015, and in 2016 Bosnia and Herzegovina submitted a formal application to join the Union. On the road towards the EU integration, Bosnia and Herzegovina will have to incorporate a comprehensive set of rules into its legislation.

In 2016 communication from the European Commission highlighted "Sustainable development has long been at the heart of the European project." This relates both to the accession and neighbourhood states that have entered into agreements with the EU and therefore, holds true for those who wish to become part of the EU. However, the ideal that Agenda 2030, as has been agreed with UN Member States, should be complementary to EU agreements needs further elaboration and definition to find commonalities and

² Adopted by the Council of Ministers of Bosnia and Herzegovina in July 2015; <http://europa.ba/wp-content/uploads/2015/09/Reform-Agenda-BiH.pdf>.

³ The Reform Agenda was in line with the EU's new approach to economic governance in the Western Balkans and the Economic Reform Programme as a fundamental element to encourage comprehensive structural reforms to maintain macroeconomic stability and boost growth and competitiveness.

⁴ 2017-2019 Economic Reform Programme is third annual programme submitted to the European Commission.

approaches that may mutually reinforce achievement of sustainable development espoused in EU accession policies and Agenda 2030.

While EU accession process, the Reform Agenda/Economic Reform Programmes and the SDGs are mutually reinforcing and complimentary, they are also very complex. The key institutional stakeholders responsible to take the SDGs forward will need to ensure participatory, open and well executed planning phase for the SDGs, incorporating EU accession and Reform Agenda well, while ensuring meaningful and straightforward technical, advisory and decision-making organisation/structures that will enable first planning and then implementation and monitoring of the SDG Agenda achievement in Bosnia and Herzegovina.

The SDG Agenda moves away from siloed approaches to development and promotes the integration of the economy, environment, and society. As such, it can add value to the EU accession and Reform Agenda of Bosnia and Herzegovina. Multiple stakeholders at all levels of society need to be engaged to actualize the agenda. No one is left behind or left out, as governments at all levels, the business sector and other non-state actors and individuals, as well as international organizations must contribute. Participatory processes are necessary to allow stakeholders to give voice to the needs and interests of the people they represent, enabling better-planned and better-informed initiatives.

While traditional development planning tends to be incremental and based on past trends, with development plans typically formulated for short to medium timeframes, SDGs planning is goal-based, supporting long-term approaches towards sustainable development. The goals, targets, and indicators allow public and private actors to identify what is needed and chart out long-term pathways to achieve sustainable development, including resources, timelines, and allocation of responsibilities. Thus, SDG planning offer a unique and valuable opportunity for Bosnia and Herzegovina to take an integrated and long-term planning perspective, which can also help to insulate the planning process from short-term political and business imperatives.

As timely, accurate data on progress is crucial for effective accountability, it is necessary to use the SDG planning in Bosnia and Herzegovina to drive improvements in data and monitoring systems. In this context, it is important to capitalize on the “data revolution,” i.e. significant improvements in local, national, and global data collection, processing, and dissemination, using both existing and new tools.

Well-crafted plan/framework for Bosnia and Herzegovina could provide a shared narrative of sustainable development and help guide the public’s understanding of complex challenges. In this context, it is necessary to raise awareness, educate and mobilise governments, businesses, civil society leaders, academics, and ordinary citizens around the complex issues that must be addressed. Also, it is important to engage lower-tier authorities and communities, as they are key for the realization of the goals at local scales. Having in mind the SDG Agenda, but also the set-up of Bosnia and Herzegovina, planning and service delivery at sub-national levels (in particular local/cantonal) have an important role to play in achieving SDGs, together with community buy in and local leadership, well-coordinated with the work of other levels of governance.

1.3. SDGs and the Private Sector

Achieving Agenda 2030 will take an unprecedented effort by all sectors in society – and private sector has to play a very important role in the process. United Nations has previously engaged the private sector in addressing the human rights issues and becoming socially responsible businesses through the UN Global Compact, and this engagement continues and broadens with the SDGs.

The SDGs not only identify where private sector needs to be in 2030 to create a sustainable world which leaves nobody behind, they also outline new markets and opportunities for companies all over the world. With the SDGs, businesses have gained a new “north star” for a world in constant change. A universal

compact for humanity, the SDGs provide a shared vision for the world we want to create – and a clear understanding that we all must contribute for it to become a reality.

The rules of engagement have changed - entire market can be disrupted in a short time by innumerable factors, be it a new technology or a sudden lack of natural resources. New markets are emerging rapidly due to megatrends such as population growth, resource scarcity or global health risks. The markets are also melting pots of new risks and new opportunities, developing at an ever-increasing speed. Meanwhile, consumers and investors are better informed than ever before – and they want businesses to take responsibility for the pressure our planet and its population are under. There is growing understanding – especially by business leaders and investors ahead of the curve – that it is not enough for companies to concern themselves only with short-term profits because natural disasters, social unrest or economic disparity can damage long-term prosperity. Current business practices are no longer adequate to secure competitiveness and market needs, thus need to be transformed and attuned to new realities.

For companies to navigate the critical developments of the new millennium, it takes a keen sense of emerging trends, a grounding in ethics and values that consumers and other stakeholders are increasingly invested in, and sustainable operations from start to finish. The businesses that understand this challenge and take action will be a step ahead. To achieve lasting and widespread sustainability results, all companies must take on fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption in order to end discrimination, provide a safe workplace, halt toxic pollution, and stop bribery.

Many companies globally are already starting to look through the SDG lens⁵ – imagining how their operations, products and services can support the realities of our planet and better serve markets today and in the future. To support scaling up of this movement, as well as to provide for effective engagement of the private sector in the SDG planning in Bosnia and Herzegovina, it is necessary to raise awareness among private sector actors and demonstrate how businesses can unlock economic, social and environmental gains in their markets for the new SDG era.

1.4. Previous relevant activities

UN in Bosnia and Herzegovina are actively contributing to the SDGs through the UNDAF and dedicated agencies programmes, ongoing work relating to monitoring and strengthening of statistical systems for data collection, in addition to supporting the country's SDG planning and roll-out process that is envisaged through this project.

UN in Bosnia and Herzegovina initiated communication and advocacy on SDGs, using Collaborative Strategic Foresight to create Vision 2030 for the country and facilitating localization of SDGs through strong partnership with the institutions that will be responsible for SDGs monitoring and reporting on behalf of the country. A series of trainings and presentations were organized in order to raise the awareness on the SDGs and their relevance for the development process in the country, as well as complementarity with country's aspirations for the EU accession process, including SDGs-tailored training for journalists and media representatives, bilateral SDGs presentation to several members of the donor community, dedicated presentations on SDGs at Joint Steering Committee, Donor Coordination Forum, etc.

Under the umbrella *Zamisli 2030* (Imagine 2030) with support of the dedicated website and Facebook page, dedicated SDG workshops were organized across the country that have engaged and consulted over 900 people from public, private and civil sectors, with strong emphasis on engagement of youth, on the SDGs implementation in Bosnia and Herzegovina, using a specifically designed SDGs Consultation Tool.

⁵ For example, evidence shows that businesses that incorporate sustainable practices into their model outperform their competitors. Similarly, sustainable business practices, such as 3Rs (reduce-reuse-recycle) or Cradle-to-Cradle bring longevity to the company, benefiting the community at large, while also keeping high level of competitiveness.

In addition, Mapping Exercise was conducted as a foundation for future work of all stakeholders in Bosnia and Herzegovina on SDGs. Mapping of SDGs and targets were done against existing strategies and action plans at various levels of government in the country; conventions and international obligations to which Bosnia and Herzegovina is a signatory; Reform Agenda Chapters; EU Acquis Chapters and UN Development Assistance Framework (UNDAF) 2015-2019. Mapping exercise was transformed into user friendly online search-enabled platform, which allows for easier filtering and further organisation of work on SDG implementation.

The SDG related efforts conducted to date, culminated with the high-level SDGs Conference, which took place in April 2017, at the Parliamentary Assembly, under the auspices of the Presidency of Bosnia and Herzegovina. The conference intended to inform and engage the audience on the subject of SDGs, to show-case experiences of SDGs localization from other EU and non-EU countries (Switzerland, Germany and Montenegro), to present data from the SDGs consultations gathered to date, and to engage key institutional stakeholders in initial discussion on the SDG Roadmap that the country needs. One of the key outcomes of the Conference is the official nomination of Directorate for Economic Planning of Bosnia and Herzegovina as the institution responsible for coordination of activities relating to SDGs in BiH.

All these initial efforts enabled stocktaking in terms of needs for contextualizing the Agenda 2030 to Bosnia and Herzegovina, informing the project design.

STRATEGY

2. OBJECTIVES

2.1. Impact hypothesis/theory of change

The Project will help relevant authorities in Bosnia and Herzegovina to translate the ambitious 2030 Agenda into action, by bringing the relevant stakeholders together around the SDG Roadmap. This will entail an **SDG aligning exercise, SDG planning, partnership building and introduction of adequate institutional arrangements, monitoring and reporting, as well as defining of a financing model.** The SDG Roadmap will be a forward-looking agenda with a clear vision for the authorities in BiH to address the identified trends.

To contextualise the 2030 agenda to Bosnia and Herzegovina, stakeholders will take stock of where the country stands with regards to achieving all seventeen goals. Such **initial rapid review** of the key dimensions of sustainable development, including economic development, social inclusion, and sustainable environmental management will help develop a shared understanding of priorities for implementation. Data will be taken from existing official statistics, including surveys, census, administrative records, geospatial imagery, or other forms of open data. The latest available data will be used and disaggregated to the greatest extent possible, to see how different socio-economic groups are fairing in as close to real-time as possible and identify which groups are being left behind so that dedicated actions specifically address them. In many cases there will be data gaps, but these are instructive in and of themselves, because they demonstrate which areas do not receive sufficient attention, where institutional capacity may be insufficient, or where deeper analyses are required to understand what needs to be measured and how. In this context, due consideration will be given to the existing strategies/policies and reform processes, including the Reform Agenda / Economic Reform Programmes, as well as EU accession agenda.

This information will help to discern in which areas there is lagging behind with the SDG targets and to articulate priority goals. Identifying priorities does not mean choosing one goal at the expense of another; the SDGs were crafted as an integrated set, which are interdependent and complementary. Instead, prioritization means identifying those areas lagging furthest behind and catalysing resources, awareness, and policy actions in those areas to spur rapid progress. Prioritization can also mean identifying specific areas to pursue in the short or medium term as an entry point to the broader transformation towards sustainable development. This process will provide opportunity to mainstream the SDG targets and indicators in line with EU accession requirements and policy perspectives in BiH, as well as to discuss common objectives of using the EU accession chapters as “acceleration” opportunities to progress on sustainable development.

A stocktaking and prioritization exercise will be relevant for respective authorities in BiH. The SDGs are universal goals that apply to all key stakeholders and should serve as a lens for critical internal reflection. For example, companies should see the SDGs as an opportunity to take stock of their business practices in their interactions with customers, suppliers, and the natural environment; civil society should use them as an opportunity to think through more holistic, cross-sectoral approaches to poverty alleviation and environmental management; and universities and knowledge institutions should consider whether the evidence and knowledge they are generating contribute to the pursuit of a more sustainable world for people and planet. For this reason, stakeholders will also be encouraged to establish a set of measures against which to take stock of their performance on the SDGs.

To achieve goals as complex as the SDGs, authorities in BiH will develop a required documents, with authorities taking the lead supported by the active engagement of business, academia, and civil society. This will help governments authorities and other stakeholders to **think over a 15-year time horizon** and answer the question how the SDGs can be achieved in BiH and/or what my company, organization or institution can contribute. SDG targets are intended to help guide implementation, however, the long list of 169 targets is

only indicative and Bosnia and Herzegovina will tailor them to its own circumstances and priorities. Thus, the SDG planning process will help governments in the country to rationalize the targets and identify the ones that are most relevant to Bosnia and Herzegovina's specific challenges, also in view of the EU accession aspirations.

Having in mind the integrated nature of the SDGs, adequate **institutional arrangements** will be put in place, involving authorities at different levels. Cross-sectoral cooperation will be ensured, with innovative planning instruments that use frameworks and incentives to coordinate cross-ministerial and cross-governmental activities. Institutional arrangement as well as broader coordination on the SDG planning will be agreed with the stakeholders, taking into account the context and governance structures of Bosnia and Herzegovina. Planning will entail **multi-stakeholder process and partnering**, engaging besides national and sub-national governments, representatives of businesses, civil society, academia and science. Different actors will have clearly defined roles and responsibilities to make the process work.

Importantly, efforts will be made to ensure strong business representation in the SDG planning process. Through structured consultations, private sector actors in Bosnia and Herzegovina will be sensitized and brought together around the sustainable development agenda. The focus will be on the important private sector role in this context, including in terms of their social responsibility, green businesses and greening businesses, as well as innovation and new business models, new business opportunities and markets. Profit-driven nature of companies will be kept in mind, figuring out ways to present SDG principles and values as future business opportunities that will enable companies to grow and contribute to development priorities. In this context, values and principles of the UN Global Compact⁶ will be built upon. A high-level conference will be organised in partnership with businesses from Bosnia and Herzegovina and Sweden, to raise awareness, promote good practices and private sector role in Agenda 2030. Additionally, business leaders who are doing an exceptional job of taking action to advance the SDGs will be promoted as SDG business pioneers.

In addition to the 2030 vision, targets, milestones, and steps that need to be taken to achieve the desired endpoint by the desired date, the SDG plan/framework will also include **financing needs**. SDGs implementation will require mobilizing of adequate public and private resources. Thus, needs assessments will be carried out to determine the volume of public and private investment required, considering also that in some cases, regulations, taxes or subsidies can help redirect private investments towards supporting SDG outcomes. This will allow for the milestones to be translated into a quantified strategy – typically including an investment plan and financing strategy – that can be used within ministries and released to the public for broader consultation.

A set of indicators will be developed in line with context-specific priorities and concerns, to help track progress on the SDG agenda. These indicators will build upon existing monitoring methods used by the statistical offices, while also aiming to be aligned with the set of global monitoring indicators devised by the Inter-Agency and Expert Group on SDG Indicators under the auspices of the UN Statistical Commission. Collecting a broad range of indicators on sustainable development, at higher frequency and with more attention to disaggregation and quality, requires modernised statistical systems. Thus, efforts will be made to improving the quality of statistical systems, based on the needs assessment that will be combined with the baseline and benchmarking process. For example, activity to be supported in this respect is the 6th round of the Multiple Indicator Cluster Survey (MICS), which is a household survey programme developed by UNICEF to assist countries in supplementing data gaps for monitoring the situation of children and women. MICS6 will provide up-to-date information in Bosnia and Herzegovina for assessing the situation of children

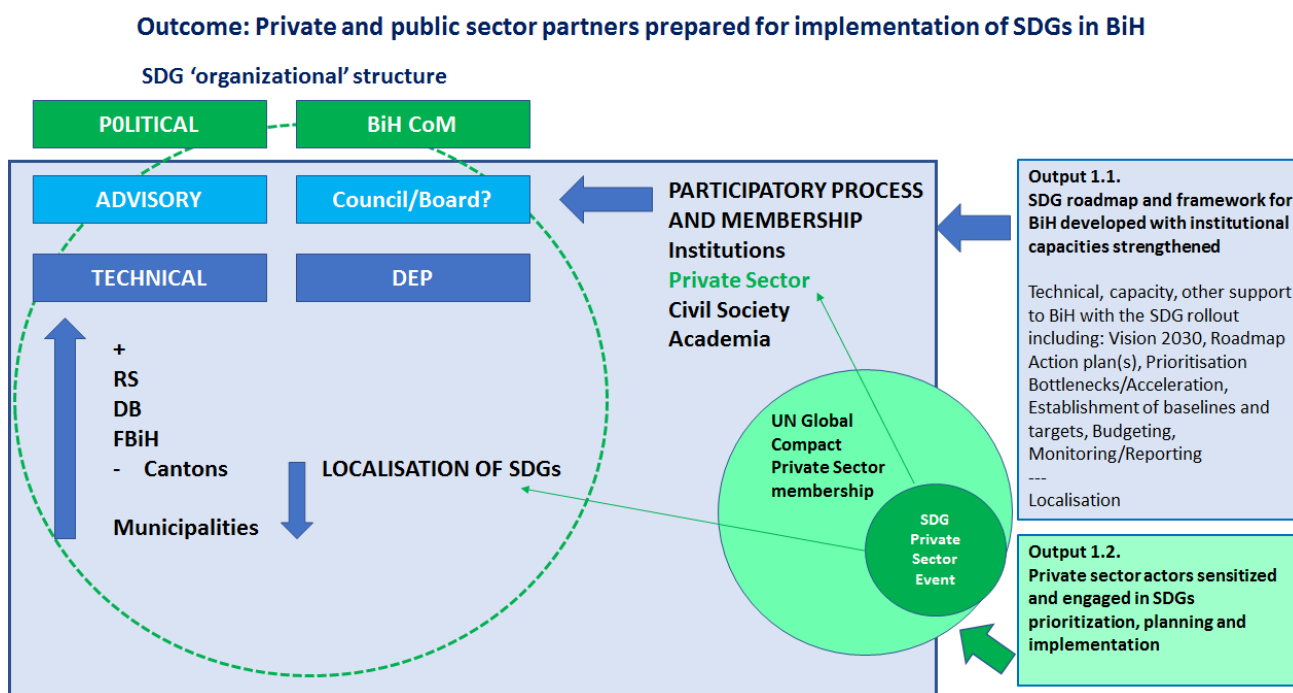
⁶ The UN Global Compact is the largest global network of sustainable companies – with 8,800 businesses in 165 countries committed to uphold UN values and principles in how they operate. UN Global Compact's ten principles provide a universal language for corporate responsibility – understood and interpreted by businesses around the world. More info on the UN Global Compact is available on: <https://www.unglobalcompact.org/>.

and women and provide data required for monitoring progress toward the SDGs, and other international commitments such as those related to the EU accession. The scope of MICS6, particularly in its ability to estimate progress towards reaching SDGs targets, will contribute to meeting the data needs of Bosnia and Herzegovina institutions and a wider circle of international organisations and facilitate collaboration in relation to joint monitoring activities. Out of 230 SDG indicators, 32 can be generated through MICS (13.9%). The data from the MICS will also help to ensure the availability of data to establish a baseline for monitoring state and entity development strategies; and to contribute to the improvement of data collection and monitoring systems in Bosnia and Herzegovina and to strengthen technical expertise in the design, implementation, and analysis of these systems.

2.2. Project structure

The **Overall Goal** of the intervention is that Bosnia and Herzegovina translates Agenda 2030 into action for the benefit of all its citizens. The **Project Outcome** is as follows: Public and private sector partners prepared for implementation of the SDGs in Bosnia and Herzegovina.

This Outcome will be achieved through two Outputs that are complimentary but distinct in terms of the stakeholder focus. While Output 1.1. is primarily focused on preparing all relevant institutions in BiH and key stakeholders for the SDG rollout, Output 1.2. is focused on the sensitisation and engagement of the private sector in SDGs, recognising the catalytic and transformational role private sector as a key stakeholder has in the achievement of the SDGs. The visual of the project’s theory of change below indicates a more broader support to Bosnia and Herzegovina with the SDG rollout through Output 1.1., as well as the inputs and interconnections of the Output 1.2. in this broader support picture.



2.3. Relevance to international and national policies/strategies and frameworks

The project directly supports Bosnia and Herzegovina’s contribution to the largest global agenda that exists today – Agenda 2030/SDGs. It helps craft development direction and priorities for the country, engaging and preparing stakeholders for the SDG implementation. It also strengthens planning, statistical and M&E capacities and supports numerous multi-stakeholder processes.

Importantly, the project supports the country to take a long-term and integrated development perspective, by linking all existing development and sectoral strategies at different levels, while at the same time ensuring integration with the Reform Agenda/Economic Reform Programmes and the EU accession requirements. It also provides the basis for the rollout process of the new United Nations Development Assistance Framework (UNDAF) 2020-2024, expected to start in the first half of 2018.

RESULTS AND PARTNERSHIPS

3. RESULTS AND ACTIVITIES

SDG rollout phase envisages to create all required preconditions for successful start of the implementation of the SDGs. This means that all respective stakeholders that need to be involved in implementation, will also have an opportunity to meaningfully engage in planning and preparation and have adequate capacities, information, knowledge and structures to spearhead the process.

Output 1.1: SDG Roadmap for Bosnia and Herzegovina developed, and implementation started

Output 1.1. aims to support the Bosnia and Herzegovina institutions and key stakeholders with the SDG rollout process that will lead to a roadmap and SDG framework for the SDGs implementation in the country. This is envisaged through four key interventions/activities:

Activity 1.1.1: Provide capacity support to key stakeholders

Activity 1.1.2: Provide technical and organisational support to the SDG rollout process and SDG framework development

Activity 1.1.3: Conduct research and analysis to support SDGs framework design

Activity 1.1.4: Align the SDG framework with the EU accession requirements

Through capacity support, the project envisages to fund two or three people that will be placed with relevant institutional partners in order to more comprehensively support the rollout process. Key technical staff from all relevant institutions in BiH will receive comprehensive technical training and expert support on key junctures of the rollout process, creation of the roadmap, framework and development priorities.

Technical/advisory/political institutional set-up needed for the SDGs that will involve all relevant authorities in BiH will be technically and organisationally supported to embark with the SDG rollout. The support envisages organisation of meetings, preparation of working materials, refreshments, travel expenditures, etc.

SDGs rollout is a journey, different for each country – some elements of the journey may be similar for most countries, such as Rapid Integrated Assessment, bottleneck analysis, prioritisation, accelerators identification, visioning, data gaps analysis, or specific for certain countries such as dedicated analytical pieces, including support to MICS6, vulnerability assessments, poverty and social exclusion analysis and similar. Finally, a monitoring system that will provide baseline for SDG indicators and allow for monitoring and reporting is envisaged to be supported with this activity.

SDG rollout will have throughout the EU Accession requirements and alignment as a top priority and all the work will be geared to ensure full alignment, simplification of processes and reduction of burden through reduction of duplication for institutions responsible for the SDGs and for the EU Accession – these are complimentary processes and ways to combine and bridge the two is the key.

Output 1.2: Private sector actors sensitized and engaged in SDGs prioritisation, planning and implementation.

Comprehensive approach to engagement of the private sector with the SDGs will be carefully devised, requiring continuous effort to mobilise and organise the private sector (through the Global Compact, or

similar means) to meaningfully engage in planning and implementation of the SDGs, including through the advisory body for the SDGs. The following activities are envisaged:

Activity 1.2.1: Mobilising of interest among private sector actors to engage in the SDG implementation

Activity 1.2.2: Organization of a conference to raise awareness, promote good practice and private sector role in SDGs

Activity 1.2.3: Supporting B2B networking and partnering for companies from Bosnia and Herzegovina and Sweden

Activity 1.2.4: Promotion of SDG business pioneers in Bosnia and Herzegovina

The Project will actively engage private sector through a consultation process that will entail a series of meetings with business leaders, where the SDGs will be presented and linked to the private sector operations. The consultation process will also involve economic development support institutions / organisations (e.g. chambers of commerce, investment promotion agencies, local and regional development agencies, technological parks and business accelerators). It will be used to prepare the private sector for the SDGs prioritisation and planning (Activities 1.1.1 and 1.1.2), as well as to define the concept of the conference on SDGs and the role of the private sector.

Mobilisation of interest and sensitisation activities will be initiated well ahead of the conference, and will continue after the conference. The conference will be used to promote the SDGs as well as broader sustainability frameworks (e.g. the UN Global Compact). However, its format and focus will be defined in partnership with private sector actors. In focus of the conference will be transfer of sustainability practices and know-how from Swedish companies to their counterparts in Bosnia and Herzegovina, where new business models providing future growth opportunities for domestic businesses will be presented. The conference is expected to take place in the second quarter of 2018.

As part of the conference, a series of side events will be organized to create additional networking and partnering venue for businesses from Sweden and Bosnia and Herzegovina, promote and exchange business ideas and exploit new partnership opportunities. The B2B event will be based on the matchmaking of interests and opportunities that will be registered and screened as part of the conference preparation process. Main goal for B2B event is to: i) promote businesses from Bosnia and Herzegovina as suppliers to companies abroad; ii) promote investment opportunities in Bosnia and Herzegovina (joint ventures, partnerships, acquisitions etc.); iii) enable access-to-market in Sweden and elsewhere; and iv) promote new technologies and innovations of Swedish suppliers.

Part of the promotion of SDGs and the private sector framework, developed through the consultative process, will also entail the recognition of SDG business pioneers or business leaders who are doing an exceptional job of taking action to advance the SDGs. The project will award up to five companies in different categories at an annual award ceremony.

4. IMPLEMENTATION STRATEGY

4.1. Methodological approach

One of the main consideration in project implementation is **responsiveness to actual stakeholders' needs**. While the contours of the SDGs rollout in Bosnia and Herzegovina have been defined, technical and organisational support will be crafted in accordance with the outcomes of the consultative processes with the stakeholders, tackling gaps and domains clearly recognised as a priority to address. Inputs from private

sector actors will be sought to plan for their meaningful engagement in SDGs rollout in Bosnia and Herzegovina and partnering on the SDG conference.

Another important guiding principle is **contextualisation**, as the project will seek to complement and add value to the existing strategies/policies and reform processes, including the Reform Agenda / Economic Reform Programmes, as well as EU accession requirements.

The project implementation will also be guided by **cost efficiency**. In that regard, the outsourcing of services will be based on a transparent and competitive process, as well as on the value-for-money principle.

4.2. Target groups, beneficiaries

Activities aimed at supporting the SDG rollout process will primarily work with the relevant institutions in BiH responsible for planning and statistics, as well as all other institutional partners at different government levels and other stakeholders which will be part of the organisational set-up (technical, advisory, political structure behind the SDGs rollout and implementation).

Private sector-related activities will engage businesses, but also economic development support institutions and organisations, such as chambers of commerce, investment promotion agencies, local and regional development agencies, technological parks and business accelerators. Focus will be on the Bosnia and Herzegovina's most competitive economic sectors, and the conference in particular will be crafted in accordance with the targeted industries specific needs. Companies, as well as economic development support institutions from Sweden will be engaged to share their experiences and plans relevant to addressing global challenges and contributing to the Agenda 2030.

4.3. Partnerships

Key partners behind the project are the Embassy of Sweden/ Swedish International Development Cooperation Agency in Bosnia and Herzegovina and the UN in Bosnia and Herzegovina.

Embassy of Sweden / Sida in Bosnia and Herzegovina: The current cooperation between Sweden and Bosnia and Herzegovina is governed by the 2014-2020 Results Strategy for Sweden's Reform Cooperation with Western Balkans - Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia. It is focused on supporting the country's adjustment to the EU, which requires a number of reforms in several areas. The work will contribute to increased respect for human rights, strengthened democratic institutions and an environmentally sustainable development. Sweden's annual contribution to the reform process amounts to approximately 150 million SEK supporting three key areas: (i) Public administration and democratic development; (ii) Economic Development and (iii) Environment and Climate.

Sweden has been supporting private sector development in Bosnia and Herzegovina within different levels of the society. On the governmental level, support has been given to development of a legal and regulatory framework conducive for a poverty reducing private sector. Support has also been provided for development of financial markets, an appropriate quality infrastructure and trade related issues aiming at increasing investments in the private sector. Assistance at the micro level with competence development of entrepreneurs in fields such as accounting, marketing, management, etc. are examples of other support to the sector.

United Nations in Bosnia and Herzegovina. The United Nations Country Team (UNCT) in Bosnia and Herzegovina is comprised of thirteen UN Funds, Programmes and Specialized Agencies (FAO, ILO, IOM, UNDP, UNFPA, UNEP, UNESCO, UNHCR, UNICEF, UNODC, UNV, UN Women, WHO), the Bretton Woods Institutions (World Bank, IMF) and ICTY. The work of the UNCT is being coordinated through the Office of the UN Resident Coordinator and framed within the One UN Programme for Bosnia and Herzegovina 2015-2019

(UNDAF) representing the strategic programmatic and financial basis for the development partnership between the United Nations and the country.

4.4. Other partners

Many other partners are foreseen to be engaged throughout the project. Each partner brings unique elements to the partnership, clout and value added from respective experience, mandates and knowledge.

- **Relevant institutions in BiH responsible for planning and statistics**
- **Wide range of partners/stakeholders from public, NGO and private sector**
- **The Swedish Leadership for Sustainable Development**
- **The UN Global Compact**
- **Stockholm School of Economics / The Swedish Institute**
- **Universities / Student associations in Bosnia and Herzegovina**
- **Other** (Other partners will be identified in the inception phase of the projects including banks, companies, institutions, other organisations).

4.5. Synergies with other on-going or planned interventions

As fulfilling the SDGs is an overarching aim for all sectors and agencies of the UN, contributing to raising awareness and promoting implementation of the SDGs contribute to all existing UN-implemented projects. Thus, synergies will be explored with all UN activities and projects in Bosnia and Herzegovina, and in particular those that are active in the domain of strategic planning, multi-stakeholder processes and private sector development. Space for dialogue and engagement will be opened for all other actors that have interest in sustainable development (including donor community, academia, banks).

For example, synergies will be ensured with the Integrated Local Development Project (ILDP), a joint initiative by the Government of Switzerland and UNDP, focused on strengthening strategic planning and development management systems at the entities, cantons and local authorities levels. Other agencies also work at sub-national level to ensure that the most marginalised groups are not 'left behind' such as UNICEF whose local work promotes analysis and action for children who are living in poverty, who have disabilities, or who are otherwise marginalised. Also, the project will seek cooperation opportunities with the Diaspora for Development Project, also by the Government of Switzerland and UNDP, in particular in relation to engaging with business diaspora in Sweden in relation the SDG and private sector conference.

The ILO works closely with representative employers' organizations (EOs) to build their capacities relating to 2030 SDG agenda. The focus is on awareness raising and creating a business case for active involvement of employers' organizations and their members. Through a sub-regional SDG innovative lab planned in December 2017 the ILO will support EOs in the sub-region, including Bosnia and Herzegovina to develop a road map for a private sector engagement in SDG agenda.

The UN system as a whole is engaged in supporting knowledge and evidence generation in Bosnia and Herzegovina across multiple sectors. In the area of children's rights, for example, UNICEF supports the strengthening of the evidence base through ongoing support to monitoring and reporting mechanisms (e.g. to the Committee on the Rights of the Child), situation analyses on children with disabilities, and children without parental care, in addition to the MICS6 (mentioned above); these efforts all help to ensure that all children are counted, even the most vulnerable or those most likely to be 'forgotten.' In the health sector, WHO has recently completed an assessment of the health information/data systems across the country, with a view to strengthening these and promoting harmonization across systems. UNFPA is in the process of planning and implementing a population survey. In these ways, the data generation activities and support to

national data/monitoring systems included in the present proposal are fully in line with the broader, ongoing systems-building work of the UNCT especially in area of data and monitoring.

4.6. Transversal themes: gender equality, social inclusion, human rights, disaster risk reduction

Agenda 2030 and SDGs are holistic and universal, encompassing human rights, social inclusion, gender equality, climate change and disaster risk reduction, social responsibility, decent work and leaving no one behind, with the aim that all individuals benefit from the development with emphasis on those most in need, whose quality of life and rights must be brought to the level of that of the general population.

4.7. South-South and Triangular Cooperation

Bosnia and Herzegovina will receive comprehensive technical support from the regional and HQ UNDG in the form of the MAPS (Mainstreaming, Acceleration and Policy Support) missions. Once the particular needs of the country are identified in terms of support, team of experts will support Bosnia and Herzegovina institutions in the domain of bottleneck analysis, prioritisation, identification of accelerators for the achievement of the SDGs and identification of financing sources and financing plan elaboration. Interest to participate in the SDGs and the private sector conference has been received so far from the UNDP Istanbul Regional Hub, as well as the UNDP HQ, and there is a possibility that the conference may transform into one of the regional character, given interest expressed from neighbouring UN country offices.

4.8. Knowledge management

One of the first outputs that will need to be produced by the project is a comprehensive communications strategy. Knowledge and level of understanding about Agenda 2030 and the SDGs is very low, thus sensitisation of institutions, private sector and other stakeholders will be paramount to secure buy-in and commitment to the rollout process. Relevant institutions in BiH will be capacitated to sensitise institutions about the SDGs and all knowledge products stemming from the rollout process (roadmap, framework, implementation). Conference content and communicating SDGs to the private sector will be well defined and explained in the communications strategy.

4.9. Use of existing country systems, mechanisms and frameworks

The project will aim not to create yet another coordination mechanism in the country, but rather build on and strengthen existing structures. However, what will be in focus is simplification of planning and decision-making processes in order to ensure that SDGs rollout is timely and not burdensome given other time-consuming priorities such as the EU Accession and the Reform Agenda. Synergies and entry points with the EU Accession will be of particular focus, and the EU Delegation support for the SDGs has already been secured. Initial mapping of the SDGs with existing strategies and action plans in Bosnia and Herzegovina at state, entity and cantonal levels has been conducted, allowing for better understanding as to where links with SDGs already exist. Mapping database can be found at www.zamisli2030.ba/dms. Engagement of the private sector is foreseen mainly through the UN Global Compact which has comprehensive guidelines, values and networks for adoption of the SDGs by the private sector.

4.10. Sustainability and scaling up

Project intends to strengthen existing national systems and institutions to embrace and lead the SDGs in Bosnia and Herzegovina. Efforts will result with the Bosnia and Herzegovina presentation at the UN High Level Political Forum of the national SDG process, will lay out the implementation phases and identify financial needs and sources for the implementation. If the project is successful, sustainability will be reflected in a clear vision and commitment to the realisation of the countries' priorities until 2030.

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

5. PROJECT MANAGEMENT

5.1. Project duration

The project is envisaged to last **24 months**, from December 2017 until November 2019. Two-year time frame is perceived as optimal to adequately support complex and multifaceted SDG rollout process in Bosnia and Herzegovina and sensitise and engage private sector comprehensively.

5.2. Management structures

UN in Bosnia and Herzegovina, represented by the Resident Coordinator's Office (RCO), will assume the overall programmatic accountability for the project implementation. UNDP in Bosnia and Herzegovina will sign the agreement with Sida on behalf of the UN system in Bosnia and Herzegovina and be responsible for day to day financial administration of the project.

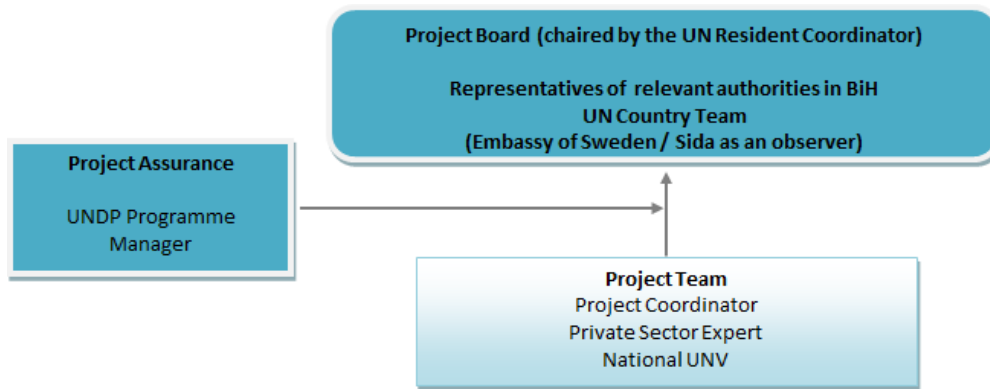
The **Project Board** will be responsible for strategic management and provision of support to the project team and project coordinator through strategic guidance and recommendations for the project implementation. The Project Board serves as a consultative body during development and approval of the annual work plans, and supervises the overall implementation progress and authorize any major deviation therefrom. The Project Board will consist of representatives of the relevant authorities in BiH, the Embassy of Sweden / Sida and the UN County Team (UNCT). The Project Board will meet at least twice per year, or as deemed necessary.

According to the Cost-Sharing Agreement between the Embassy of Sweden / Sida and UNDP, UNDP will be fully accountable for the project to the Embassy of Sweden / Sida as a donor, in line with the UNDP's Accountability Framework. In addition to participating in the work of Project Board, the Embassy of Sweden / Sida will engage with UNDP through semi-annual project reviews, to assure quality of project planning, implementation and reporting. Furthermore, the Embassy of Sweden / Sida will be involved in the planning and organisation of the conference on private sector engagement in SDGs, in close cooperation with counterparts from Sweden.

The **Project Assurance** role will support the Project Board by carrying out objective project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Independent of the Project Coordinator, the role of Project Assurance will be performed by the UNDP Programme Manager.

The **Project Team** will consist of Project Coordinator (24 months), Private Sector Expert (24 months) and a National United Nations Volunteer – UNV (24 months). Project Coordinator will be responsible for the overall project coordination and 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.

Additionally, two national UNVs will be engaged to support SDG-coordination responsible institution(s) for a period of 18 months each. These consultants will capacitate the institution(s) in their efforts on developing the SDG framework for Bosnia and Herzegovina.



6. MONITORING AND REPORTING

The main tools for organising the Project monitoring encompass:

- the Results Framework;
- the Project risk analysis.

Substantive monitoring of the Project realisation against the output indicators will be conducted by the Project Coordinator. The Project Coordinator is responsible to keep the Project Board informed and up to date on project progress and implementation. Monitoring and quality assurance will be also performed by the UNDP Programme Manager. The donor shall be able to monitor the Project implementation anytime during the implementation period. Reporting on the Project progress and results will be conducted bi-annually, with a Final Narrative and Financial Report submitted upon project completion.

7. VISIBILITY AND COMMUNICATION

The project will ensure visibility of results, as well as of the valuable contribution and support provided by the Government of Sweden. Comprehensive communications strategy will be one of the first outputs of the project. Visibility, media-presence and public information sharing related to project activities and achievements will be ensured on a regular basis, including, but not limited to: (i) press events related to formal ceremonies or highlight project results in the field; (ii) website posts; (iii) social media posts; (iv) photo and video stories.

All PR materials shall contain information that the project is funded by the Government of Sweden. The visibility of the project and the donor will be ensured through branding in all communication and promotion materials. The project visibility will be ensured at all events, especially the ones involving the media and/or of PR potential.

8. RESOURCES

8.1. Project budget

The envisaged budget of the project is 5,000,000 SEK. Apart from the financial contribution from the donor, further in-kind contributions (staff time, premises, expertise) from institutions, private sector, UN agencies, UN agencies regional offices and HQ and other donors/stakeholders are anticipated. The detailed Project budget is enclosed as Annex II.

8.2. Cost Efficiency and Effectiveness

Every effort will be made to ensure that cost effectiveness is achieved in all phases of project implementation. Such measures will be particularly emphasized in procurement procedures that will be based on transparent and competitive processes, as well as on the value-for-money principle.

9. RISKS MANAGEMENT

This project will be implemented by UNDP (“Implementing Partner”) in accordance with Financial Regulations and Rules of UNDP.

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds [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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. 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 the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant

national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

9.1. Risks and Assumptions

The main risks affiliated with the project implementation are identified below, together with probability of occurring, types of effects on the project, as well as adequate mitigation measures. Overall, the risk level for this Project is assessed as **medium** attributed mainly to political factors.

General Risks	Probability	Type / Impact	Project response
Political instability may lead to changes in composition of the Council of Ministers and affect the support for the project	Medium	Political / High (Delays in Project implementation)	The project will liaise closely with relevant Government counterparts to ensure support to the implementation.
Differing vision on SDG rollout among different government tiers	Medium	Political / High (Delays in Project implementation)	From the outset, the project will make efforts to ensure buy-in by political leadership at the different government levels. Programming of activities will be flexible to allow as much as possible for consensus building and active engagement of relevant institutional partners.
Limited interest by the private sector to engage in SDG rollout	Medium	Behavioural / High	The project will adopt an active and open approach to consultations with the private sector, also shaping the conference in line with the business inputs.
Decrease of USD exchange rate against EUR and BAM	Low	Financial / High	The project will apply pro-active early warning and financial planning and management system.
Force Majeure (e.g. act of nature) impacts Project activities	Low	Environment / High (Delays in Project implementation)	The project will have a flexible approach, including reprogramming of activities to respond to the emerging needs.

LEGAL CONTEXT

10. LEGAL CONTEXT OR BASIS OF RELATIONSHIP

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bosnia and Herzegovina and UNDP, signed on 07 December 1995. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

The United Nations Development Assistance Framework in Bosnia and Herzegovina for the period 2015-2019 (signed by the Council of Ministers of Bosnia and Herzegovina and UN on 15 June 2015), as well as the current UNDP Country Programme Document 2015-2019 represent the basis for the activities of UNDP in the country.

ANNEXES

ANNEX I: LOGICAL FRAMEWORK

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	Assumptions
Overall Goal	Impact Indicators		X
Bosnia and Herzegovina translates Agenda 2030 into action for the benefit of all its citizens	<p><i>Indicator:</i> Implementation progress captured through regular SDG framework reviews</p> <p><i>Baseline:</i> No</p> <p><i>Target:</i> Yes</p>	SDG report for Bosnia and Herzegovina	
Outcomes	Outcome Indicators		Assumptions and risks
Outcome: Public and private sector partners prepared for implementation of SDGs in Bosnia and Herzegovina	<p><i>Indicator:</i> Framework for the implementation of the SDGs developed and aligned with EU accession requirements</p> <p><i>Baseline:</i> No (2017)</p> <p><i>Target:</i> Yes (2019)</p> <p><i>Indicator:</i> Established functional SDG advisory body, where private sector is an active member</p> <p><i>Baseline:</i> No (2017)</p> <p><i>Target:</i> Yes (2018)</p>	CoM session minutes Advisory body TOR and meeting minutes	<p>Secured political support for SDGs at all levels</p> <p>Institutional partners embrace participatory approach to decision-making on SDGs</p>
Output 1.1: SDG Roadmap for Bosnia and Herzegovina developed, and implementation	<p><i>Indicator:</i> Functional organisational mechanism (technical, advisory, political) in place</p> <p><i>Baseline:</i> No (2017)</p> <p><i>Target:</i> Yes (2018)</p> <p><i>Indicator:</i> SDG Roadmap defined and agreed</p>	Project reports Official UN website on HLPF	Political instability may lead to changes in composition of the CoM and affect the support for the project

<p>started</p>	<p><u>Baseline:</u> No (2017) <u>Target:</u> Yes (2018)</p> <p><u>Indicator:</u> Bosnia and Herzegovina presents its SDG rollout experience to the High Level Political Forum (HLPF) <u>Baseline:</u> No (2017) <u>Target:</u> Yes (2019)</p> <p><u>Indicator:</u> Key institutions and organisations comprehensively capacitated for SDG rollout <u>Baseline:</u> No (2017) <u>Target:</u> Yes (2019)</p>		<p>Limited political and institutional ownership Differing vision on the SDG rollout among different government tiers</p>
<p>Output 1.2: Private sector actors sensitized and engaged in SDGs prioritisation, planning and implementation</p>	<p><u>Indicator:</u> Number of businesses engaged in consultations on SDGs, including the conference <u>Baseline:</u> 0 (2017) <u>Target:</u> 500 (2019)</p> <p><u>Indicator:</u> Number of business cooperation opportunities identified through B2B among companies from Sweden and Bosnia and Herzegovina <u>Baseline:</u> 0 (2017) <u>Target:</u> 10 (2018)</p> <p><u>Indicator:</u> Number of SDGs business pioneers promoted <u>Baseline:</u> 0 (2017) <u>Target:</u> 10 (2019)</p>	<p>Project reports Media coverage, online platforms</p>	<p>Limited interest by the private sector to engage in SDG rollout</p>
<p>Activities for Output 1.1</p>		<p>Inputs</p>	
<p>Activity 1.1.1: Provide capacity support to key stakeholders</p>		<p>2 National UNVs with institutions, 18 months each Working equipment rental for 2 people / misc. costs Project Coordinator, Private Sector Expert, SDG National UNV, office space,</p>	

	<p>communication and equipment rental</p> <p>In kind contribution from host organisation – office space/phone/internet for two people</p>
<p>Activity 1.1.2: Provide technical and organisational support to the SDG rollout process and SDG framework development</p>	<p>Logistics support for up to 6 two-day meetings of the Advisory Group</p> <p>Travel/DSA for country wide SDG promotion/Training events</p> <p>Roadmap and SDG Report production and translation</p> <p>Project Coordinator, Private Sector Expert, SDG National UNV, office space, communication and equipment rental</p> <p>In kind contribution from host organisations – meeting space/refreshments</p>
<p>Activity 1.1.3: Conduct research and analysis to support SDGs framework design</p>	<p>Prioritisation exercise, bottleneck analysis, dedicated research, support to MICS, etc.</p> <p>Project Coordinator, Private Sector Expert, SDG National UNV, office space, communication and equipment rental</p>
<p>Activity 1.1.4: Align the SDG framework with the EU accession requirements</p>	<p>Rapid Integrated Assessment against Economic Reform Programme, other key strategic documents and</p> <p>EU Acquis Chapters and SDG linking exercises</p> <p>Project Coordinator, Private Sector Expert, SDG National UNV, office space, communication and equipment rental</p>
<p>Activities for Output 1.2</p>	<p>Inputs</p>
<p>Activity 1.2.1: Mobilise interest among private sector actors to engage in the SDG implementation</p>	<p>Consultants (assessment, facilitation, TA)</p> <p>Travel costs (in country)</p> <p>Consultation logistics</p> <p>Translation</p> <p>Visibility</p> <p>Project Coordinator, Private Sector Expert, SDG National UNV, office space, communication and equipment rental</p>
<p>Activity 1.2.2: Organise a conference to raise awareness, promote good practices and private sector role in SDGs</p>	<p>Consultants (conference conceptualisation and facilitation)</p> <p>Travel costs</p> <p>Conference logistics (150-200 participants)</p>

	<p>Translation and equipment for simultaneous translation</p> <p>Visibility</p> <p>Project Coordinator, Private Sector Expert, SDG National UNV, office space, communication and equipment rental</p>
<p>Activity 1.2.3: Support B2B networking and partnering for companies from Bosnia and Herzegovina and Sweden</p>	<p>Consultants (matchmaking, facilitation)</p> <p>B2B logistics</p> <p>Translation and equipment for simultaneous translation</p> <p>Visibility</p> <p>Project Coordinator, Private Sector Expert, SDG National UNV, office space, communication and equipment rental</p>
<p>Activity 1.2.4: Promote SDG business pioneers in Bosnia and Herzegovina</p>	<p>Consultants (SDG business pioneers challenge design, copy writer to capture good business practices)</p> <p>Translation and equipment for simultaneous translation</p> <p>Award ceremony logistics and facilitation</p> <p>Visibility</p> <p>Project Coordinator, Private Sector Expert, SDG National UNV, office space, communication and equipment rental</p>

ANNEX II: PROJECT BUDGET

Budget item	Unit	Quantity	Price per unit	BAM	EUR
OUTPUT 1.1					
Activity 1.1.1				193,560	98,965.66
Project Coordinator	Month	12	5,200	62,400	31,904.61
National UNVs with institutions (2 positions)	Month	36	2,750	99,000	50,617.90
Office space, tel/internet communication and equipment rental for PM and two NUNV	Month	48	670	32,160	16,443.15
Activity 1.1.2				120,040	61,375.48
SDG National UNV	Month	12	2,750	33,000	16,872.63
Office space, tel/internet communication and equipment rental for National UNV	Month	12	670	8,040	4,110.79
SDG Body consultations (2-day events)	Per event	6	6,500	39,000	19,940.38
Travel/DSA for SDG promotion/training events	Lump sum	1	20,000	20,000	10,225.84
Roadmap/SDG Report production and translation	Lump sum	1	20,000	20,000	10,225.84
Activity 1.1.3				140,000	71,580.86
Prioritization exercise, bottleneck analysis, dedicated research, support to MICS, etc.	Lump sum	1	140,000	140,000	71,580.86
Activity 1.1.4				50,000	25,564.59
RIA against ERP, EU Acquis and SDG linking exercises	Lump sum		50,000	50,000	25,564.59
SUB TOTAL OUTPUT 1.1				503,600	257,486.59
OUTPUT 1.2					
Activity 1.2.1				286,020	146,239.70
Project Coordinator	Month	12	5,200	62,400	31,904.61
International consultants (assessment, facilitation and TA)	Per day	10	1,000	10,000	5,112.92
National consultant (assessment, facilitation and TA)	Per day	25	500	12,500	6,391.15
Private sector expert	Month	24	5,200	124,800	63,809.23
Sector Quality Assurance and operational support	Month	24	1,000	24,000	12,271.01
Consultations - logistics	Per event	6	3,000	18,000	9,203.25
Travel	Lump sum	1	3,000	3,000	1,533.88
Translation and equipment	Lump sum	1	6000	6,000	3,067.75
Visibility	Lump sum	1	1200	1,200	613.55
Office space, tel/internet communication and equipment rental for Private Sector Expert	Month	36	670	24,120	12,332.36

Activity 1.2.2				81,540	41,690.74
National consultants	Per day	26	500	13,000	6,646.79
Conference - logistics	Per event	1	19,000	19,000	9,714.55
SDG National UNV	Month	12	2,750	33,000	16,872.63
Translation and equipment	Lump sum	1	3,500	3,500	1,789.52
Office space, tel/internet communication and equipment rental for National UNV	Month	12	670	8,040	4,110.79
Visibility	Lump sum	1	5,000	5,000	2,556.46
Activity 1.2.3				27,400	14,009.40
National consultant	Per day	30	500	15,000	7,669.38
B2B event - logistics	Per event	1	7,000	7,000	3,579.04
Translation and equipment	Lump sum	1	2,000	2,000	1,022.58
Visibility	Lump sum	1	1,000	1,000	511.29
Miscellaneous (postage, bank charges, office stationary, printing services)	Month	24	100	2,400	1,227.10
Activity 1.2.4				40,500	20,707.32
International consultant	Per day	15	1,000	15,000	7,669
National consultant (facilitation and copy writer BCs)	Per day	22	500	11,000	5,624
Award ceremony	Per event	1	11,000	11,000	5,624
Visibility	Lump sum	1	2,000	2,000	1,023
Translation and equipment	Lump sum	1	1,500	1,500	767
SUB TOTAL ACTIVITY RESULT 1.2				435,460	222,647.16
Total				939,060	480,133.75
<i>8 % General Management Support costs</i>				<i>75,125</i>	<i>38,410.70</i>
GRAND TOTAL				1,014,185	518,544.45

ANNEX III: MULTI-YEAR WORK PLAN

EXPECTED OUTCOME	OUTPUTS	PLANNED (SUB) ACTIVITIES	Planned Budget by Year (EUR)		RESPONSIBLE PARTY	PLANNED BUDGET		
			Y1	Y2		Funding Source	Budget Description	Amount
OUTCOME: Public and private sector partners prepared for implementation of SDGs in Bosnia and Herzegovina	Output 1.1. SDG Roadmap for Bosnia and Herzegovina developed, and implementation started	1.1.1: Provide capacity support to key stakeholders	45,985.69	52,979.97				
		1.1.2: Provide technical and organisational support to the SDG rollout process and SDG framework development	26,461.88	34,913.60				
		1.1.3: Conduct research and analysis to support SDGs framework design	71,580.86	0.00				
		1.1.4: Align the SDG framework with the EU accession requirements	25,564.59	0.00				
		MONITORING						
		Sub-Total:	169,593,02	87,893,57				
	Output 1.2. Private sector actors sensitized and engaged in SDGs prioritization, planning and implementation	1.2.1. Mobilise interest among private sector actors to engage in the SDG implementation	78,974.15	67,265.56				
		1.2.2. Organize a conference to raise awareness, promote good practice and private sector role in SDGs	41,690.74	0.00				
		1.2.3. Support B2B networking and partnering for companies from Bosnia and Herzegovina and Sweden	13,395.85	613.55				
		1.2.4. Promote SDG business pioneers in Bosnia and Herzegovina	6,561.58	14,145.74				
		MONITORING						
		Sub-Total:	140,622.31	82,024.85				
	Evaluation (as relevant)	EVALUATION						
	GMS		24,817.23	13,593.47				
	TOTAL		335,032.56	183,511.89				
	GRAND TOTAL			518,544.45				

ANNEX IV: MONITORING AND EVALUATION

The project will be monitored through the following monitoring and evaluation plan:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output	Annually, and at the end of the project (final report)			

	level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Note: Total indicative monitoring costs amount to EUR 13,950 (3% of the total project value), and are already budgeted through project activities.