

Project Title: Women in Elections in Bosnia and Herzegovina

Project Number:

Implementing Partner: UNDP

Start Date: November 2017

End Date: November 2020

PAC Meeting date:

Implementation modality: DIM

Brief Description

The main objective of the project is to strengthen women’s leadership and participation in political life. Guided by the strict observance of the highest standards of political neutrality, the project will apply the UN’s Gender Equality in Elected Office approach to help secure an enabling environment for getting more women elected across board, in all spheres of decision-making in Bosnia and Herzegovina. It will look into enhancing the women’s engagement in public life and their position in the decision-making and ensure they are given a realistic and equal chance as their men counterparts in the forthcoming general elections (2018), and in the longer term, the next local elections in 2020 by advocacy for women’s equal rights and political participation.

Strengthening women’s leadership and participation in political life will apply the two-pronged approach-vertically by proposing structural adjustments to accommodate greater numbers of women in politics, as well as horizontally by nourishing the next generation of women leaders in communities through tailored networking and capacity building initiatives.

To this end, the project will utilise the “entry points”, contextual enablers, and programming opportunities to open up spaces for women’s leadership and strengthening their participation in political life. UN support will be provided equally to all across the political spectrum with no favours towards anyone.

Linkage with SDGs: GOAL 5
 Linkage with EU accession agenda:
 EU Strategic Framework on Human Rights and Democracy, Council of Europe Gender Equality Strategy 2014 – 2017
 Linkage with UNDP Strategic Plan:
 Outcome 4 of the UNDP Strategic Plan (2014-2017)
 the [UNDP Gender Equality Strategy 2014-2017: “The Future we want: Rights and Empowerment”](#)
 Contributing Outcome (UNDAF/CPD): Outcome 12: By 2019, more women take part in decision making in political fora and in the economy

Total resources required:	USD 1,796,192.07	
Total resources allocated:	UNDP TRAC:	
	Donor:	\$1,796,192.07
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)¹:

Government	UNDP
BIH Ministry of Human Rights and Refugees	
Print Name:	Print Name:
Date:	Date:

¹ Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

1.1 Wider country context

Twenty years after the end of the war, Bosnia and Herzegovina (BiH) is still facing **intricate development challenges**, including economic decline, growing poverty and socio-economic inequalities.

The **complex constitutional structure** stemming from the Dayton Peace Agreement is highly cumbersome. The country of 3.5 million people has 13 constitutions, 14 legal systems and 152 ministries. Ineffective governance and an over-sized public sector - partially the result of the governance structure - reduce the effectiveness of public policy and hamper reforms.

Failure to implement key benchmarks for progress towards the European Union (EU) since 2008 has also led to a near derailment of **BiH's integration to the EU**. However, 2015 was marked by optimism about the country's EU prospects: for the first time in recent political history of the country, governments at all levels adopted a Reform Agenda 2015-2018², which confirmed the EU accession trajectory and gave impetus to immediate reforms, with a particular focus on economic growth and employment. In February 2016, Bosnia and Herzegovina submitted its formal application for launching negotiations with the EU.

Despite the devastating 2014 floods, 2015 forecasts indicate a 1.9 % positive **economic growth**, expected to reach 3.1 % in 2017.³ However, the country faces difficult labour market conditions, with the unemployment rate at 27.5 %, ⁴ particularly high among youth (62.7 %). Every sixth household in the country is poor.⁵ The most critical agenda for the country is job creation since unemployment is also closely linked to poverty. Financial inflows, particularly aid and remittances, have been so far fuelling consumption-based economic growth. However, with today's per-capita income of around \$ 4,700, Bosnia and Herzegovina would need two decades of high growth to reach average European living standards.⁶ The business environment remains weak, impeding faster economic growth. In the World Bank Doing Business 2016 report,⁷ Bosnia and Herzegovina was ranked 79th, three places up from the previous year. Prospects for the country's economy lay in its proximity to the EU – the world's largest economic bloc.

Since 1991 the country's **population** has shrunk from 4.3 million to an estimated 3.5million today.⁸ Birth rate is negative, the population is rapidly ageing, while there is sizable outward migration, in particular of young people.⁹ If such trends continue, Bosnia and Herzegovina is expected to see its population decline by almost 20% by 2050.¹⁰

1.2. Sector -specific analysis

When it comes to gender equality, BiH has set up the legislative and policy frameworks for gender equality and has become a regional leader in that area.¹¹ Important legal steps have been taken with Conventions,¹²

² Reference: <http://europa.ba/wp-content/uploads/2015/09/Reform-Agenda-BiH.pdf>.

³ World Bank. 2015. *Growth recovers, risks heighten*. South East Europe regular economic report; no. 8. Washington, D.C.: World Bank Group. <http://documents.worldbank.org/curated/en/2015/09/25763111/growth-recovers-risks-heighten>.

⁴ Reference: <http://www.bhas.ba/saopstenja/LFS%202014%20Preliminarni%20bos.pdf>.

⁵ Household budget survey, 2011, Agency of Statistics of Bosnia and Herzegovina.

⁶ "Rebalancing Bosnia and Herzegovina: A Systematic Country Diagnostics", the World Bank, 2015.

⁷ Reference: <http://www.doingbusiness.org/rankings>.

⁸ Preliminary 2013 Census results: http://www.bhas.ba/obavjestenja/Preliminarni_rezultati_bos.pdf.

⁹ Only from January 1996 to end of March 2001 some 92,000 young people left Bosnia and Herzegovina, while the research indicated that some 62% of youth would leave if given an opportunity. 2002 Genera Human Development Report, UNDP: http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/nhdr/nhdr-2002.html.

¹⁰ 2015 UN World Population Prospects: <http://esa.un.org/unpd/wpp/Publications/>.

¹¹ Gender Country Profile for Bosnia and Herzegovina, European Commission, Hughson, Marina, June 2014.

Laws¹³ and Gender Action Plans promoting gender equality, strategies adopted to reduce domestic violence, and institutional¹⁴ mechanisms set up to mainstream gender. However, a genuinely enabling environment requires work on several fronts, these being: a sharper focus on *implementation* of all policy instruments and a corresponding shift of paradigm from equality of rights to equality of results, promotion of institutional processes that ensure women's equal participation in political parties and parliament, and consistent efforts to capacitate and include women in BiH in decision-making positions across board.¹⁵

There are 3.282.581 registered voters in BiH (2.039.316 in FBiH and 1.243.265 in RS) out of which 50,8% are women¹⁶. Yet, women continue to be underrepresented at all levels of political and public life. During the last general elections in 2014- in line with the standard praxis - the political parties abided by the Elections Law in terms of quota compliance when it comes to the candidate lists, but not with the mandates allocated to women. To illustrate, out of more than 300 women candidates enlisted for the BiH Parliamentary Assembly, only 10 were assigned with the mandates. Out of total 152 ministerial positions in BiH at all levels, there are only 23 women, while less than 20% women are represented in parliaments. Only two women are represented at the Council of Ministers (there were none in the previous mandate), and all the three BiH Presidency positions are (and have always been) held by men representing the three constitutive people. Out of 183 registered political parties in BiH, not a single one is headed by a woman. Women are also under-represented in the legislative power at all levels, at 17.1%, which is in an obvious breach of the Gender Equality Law. The results of previous elections show a disparity between the women's representation in the electoral lists and the number of women who actually got elected. This discrepancy between the lists and mandates, and the praxis of side-lining women by the political parties in which they should become visible and responsible in political life has caused much damage and discouraged women from engaging actively in politics.

At the community level gender equality issues are even more closely related to development, and every aspect of community life is necessarily gendered, but this is still not recognized in Bosnia and Herzegovina, especially in the less developed and rural areas. In 2016 local elections, out of 417 candidates only 26 (or 6.8%) were women, which represents a decrease comparing to the last local elections in 2012¹⁷. Six have become municipality mayors. A recent study¹⁸ has shown that investments in women-run municipalities have significantly increased, the unemployment rates have shrunk, special measures targeting employment of women and youth have been taken, and significant investments into local community development were made. Therefore, mobilising the next generation of leaders locally, and activating women as social agents in communities can be the most effective strategy to promote transformational change towards more developed and inclusive society. Electing a woman also often results in a "double dividend" in terms of not only advancing women's rights, but also those of children and wellbeing of community at large¹⁹. Globally, there is a notable trend of women advancing gender equality and family-friendly legislation²⁰. Furthermore, a number of studies from developed countries indicate that greater women's representation in local government tends to correspond with advancing social issues, more equitable distribution of community resources, including more gender-sensitive spending on programs related to health, nutrition, and education.

¹² Convention on the Elimination on all forms of Discrimination against Women (CEDAW), Istanbul Convention and corresponding Action Plan on the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security.

¹³ Law on Gender Equality, The Election Law of BiH, Anti-Discrimination Law in 2009.

¹⁴ Gender Equality Agency of BiH and Gender Centers of the FBiH and RS.

¹⁵ UNDP CO BiH Gender Action Plan 2015-2019.

¹⁶ General Elections Statistics 2014, Agency for Statistics of BiH.

¹⁷ The % of women candidates in 2012 was 7.1%.

¹⁸ Infohouse, 2016.

¹⁹ UNICEF (2006), "*Reaping the double dividend of gender equality*", in UNICEF, *The state of the world's children 2007: women and children: the double dividend of gender equality*, New York: United Nations Children's Fund, pp. 68–87, ISBN 9789280639988.

²⁰ This advocacy has been seen in countries ranging from France, Sweden and the Netherlands, to South Africa, Rwanda, and Egypt.

Field research in Bosnia and Herzegovina²¹ confirms that women have internalised gender-based discrimination and misogyny. This manifests in lack of trust and solidarity among women, and, most disturbingly, *women opting not to vote other women*. Women in Bosnia and Herzegovina also suffer from chronic *time poverty*. They are more likely to accept low wage and insecure jobs, and suffer from double burden/second-shift- by taking on household and care-taking roles. This hinders a constructive networking of women and being more active in public life.

Women who are already politically active face challenges on all fronts. Focus group discussions revealed that women are often instrumentalised by their political parties in the pre-election period to collect the votes, often funding their own campaigns. However, once the votes are being collected, the actual mandates are being awarded to men. There is an obvious lack of political will to introduce any affirmative measures beyond the mandatory legislative election quota of women candidates within the political parties in BiH. Parties usually opt to meet this requirement in its lowest legally defined form: placing women candidates in second, fifth and eighth position in the electoral lists. Vocabulary of party statutes is, in most cases, fully gender insensitive and occasionally even offensive. In their programs, parties tend to promote a stereotypical image of women, reducing their representation to their family or maternal role. It is not uncommon to witness mockery on the part of politicians when discussing a gender equality agenda in media or public. Women politicians are also underrepresented in the media: research done by the NGO *Infohouse* has shown that in 2014 pre-election period, media covered only 5,37% of women candidates. Women were on only 12 cover pages, 10 of which were taken by the same politician.²² Additionally, women running for public office typically gain additional, unnecessary scrutiny on their private lives. For instance, fashion choices of politically active women are often picked apart by the media.

This project aims to address the above identified challenges, by introducing the series of targeted interventions. For example, *civic engagement* will be fostered by demonstrating how by developing specific skills and uniting through issue coalitions, women can achieve personal development, improve quality of life for their families and make impact on their communities. *Time-poverty* will be reduced by providing practical tools based on sharing economy principles (deploy time-based currency to do household chores, baby-sitting, cooking, caring for elderly/ill). Social innovation and use of ICT for *empowerment* and constructive purpose will be promoted to enhance ICT literacy, skill-share, access to mentoring and networking- to name a few.

More broadly, in the context of the new **2030** agenda and its **Sustainable Development Goals** represent a new global consensus in a triple bottom line approach to human wellbeing combining the economic development, environmental sustainability and social inclusion- gender equality and empowerment of women are brought to the fore. Through its support to improved access to decision making roles in politics for women, as well as enhanced women's engagement in public life the project will contribute to the achievement of Sustainable Development Goal 5: "Achieve gender equality and empower all women and girls" in particular the target 5.5: "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life."

²¹ Gender Needs Assessment and Gender Study, conducted within Strengthening Local Communities Programme in BiH, Hughson, Monir Divan, 2017

²²<http://www.infohouse.ba/doc/101%20razlog%20%20izvjestaj%20istrazivanje%20medija.pdf>

5th Goal focuses exclusively on gender with 9²³ gender equality targets, while gender is also a cross-cutting issue across board, with 24 gender targets across 11 SDGs clustered for high impact. The breadth of the agenda implies, more than ever, a need to go beyond silos and take an integrated approach to development interventions and gender equality- and is no longer content with reducing gender inequality but pushes toward its elimination. This is particularly effective and visible at the level of community as the best instance for tackling the root causes of inequality and addressing the last mile of exclusion. The EU accession path of Bosnia and Herzegovina calls for alignment with the Acquis and strategic plans and directives of the EU in the area of gender equality. This project is fully aligned with the **EU Strategic Framework on Human Rights and Democracy**,²⁴ which clearly sets the **rights and empowerment of women** as one of the top two priorities of the strategy. Furthermore, the project intervention is fully in line with the Council of Europe **Gender Equality Strategy 2014 – 2017**,²⁵ strategic goal 4 in particular, which calls for: “*achieving balanced participation of women and men in political and public decision – making*”, clarifying that pluralist democracy requires balanced participation of women and men in political and public decision-making.

The project will support implementation of the **Gender Action Plan of Bosnia and Herzegovina (2013-2017)**²⁶ and its follow up plan, that contains goals, programmes and measures for the realization of gender equality in all areas of social life and work, in the public and the private sphere. GAP BiH is aligned with the priorities of government in BiH at all levels, such as State and Entity development strategy, European Union (EU) Strategy for equality of men and women and other relevant strategic documents of the Council of Europe (CoE), EU and United Nations (UN).

Gender equality principles are at the core of development agenda of the Swedish Government, with **Sweden’s feminist foreign policy**²⁷ already producing results for women, girls and entire societies.²⁸ Also, UNDP with its corporate Gender Equality Strategy (2014-2017) puts forward the promotion of gender equality and the empowerment of women at the centre of its mandate as being intrinsic to its development approach. In order to promote participation of women in politics and government the United Nations has identified six avenues by which participation of women in politics and government can be strengthened. Therefore, project activities will be implemented in line with this approach entitled: *Gender Equality in Elected Office: 6 Step Action Plan*. Furthermore, the joint [BiH UN Development Assistance Framework \(UNDAF\) 2015-2019](#), with a ‘delivering as one’ approach will focus on women’s empowerment as one of its four strategic areas, while the Country Programme Document for Bosnia and Herzegovina (CPD 2015-2019) commits to multiple gender equality causes. This project is fully aligned, and in fact springs forth from the UNDP CO BiH Gender Action Plan²⁹ which provides a localised roadmap to reach the objectives set forth in the corporate Gender Equality Strategy and Strategic Plan, and to operationalise the

²³ End discrimination and GBV; eliminate child marriage and FGM; ensure access to reproductive health care; eliminate gender disparities in education; expand economic opportunities, ICT and recognize rights to resources; and reduce the burdens of unpaid care work on women and girls.

²⁴ http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/foraff/131181.pdf

²⁵ <https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=0900001680590174>

²⁶ <http://arsbih.gov.ba/project/gender-action-plan-of-bosnia-and-herzegovina/>

²⁷ Equality between women and men is a fundamental aim of Swedish foreign policy. Ensuring that women and girls can enjoy their fundamental human rights is both an obligation within the framework of our international commitments, and a prerequisite for reaching Sweden’s broader foreign policy goals on peace, and security and sustainable development.

²⁸ <http://www.government.se/government-policy/feminist-foreign-policy/>

²⁹ The Gender Action Plan has the following objectives: 1.) Establish gender equality as a cross-cutting issue across CO programming and intensify efforts towards gender mainstreaming; 2.) Ensure that gender analysis and planning are introduced into all strategic CO activities and initiatives at the outset at the design and concept stage; 3.) Establish internal coordination for gender equality results, including by creating a multi-disciplinary gender focal team by gradual capacity development of staff in programming and mainstreaming gender in their thematic sectors; 4.) Build and expand partnerships with government entities, UN agencies, civil society, private sector and other stakeholders for advocacy and broad ownership of UN goals.

gender actions in the UNDAF and CPD, while keeping in mind the broader SDG agenda. In particular, the approach applied to this project from Gender Action Plan proposes to engage with men and women as drivers of change in their different capacities. This means strengthening women's leadership and participation in political life and supporting women as active agents in their communities, their equal participation with men in various levels of decision-making, as well as exploring the potential of modern technologies and innovation for empowerment of women.

Related Initiatives in BiH

Many of BiH's challenges in the area of gender equality are so complex and interconnected that they can only be tackled by different stakeholders working together. Whether they are government partnerships, public-private partnerships for development, or UNDP cross-sector and UN agency partnerships- *Women in Elections* project's approach is that collaborating to leverage each other's' resources, stimulate innovation and maximise impact in the area of gender equality. Therefore, the project commits to ensure synergies with all related ongoing initiatives with the same or complementary goal, learn from experience of the previous projects, and explore opportunities for cooperation and partnerships with all the relevant stakeholders.

There were several initiatives (listed below) on increasing political participation of women and increasing capacities of women in parliament in BiH. Therefore, this project will build upon the gains of these initiatives making sure that new investments are focused exactly where they are needed.

The OSCE Mission to BiH implemented a 'Women in Local Elections' project aimed at raising the level of women political participation at the local level and increasing women political representation in municipal legislative and executive bodies.

Council of Europe and USAID jointly implemented the project: "Strengthening the role of women and young political leaders in Bosnia and Herzegovina" (2011 to 2103). The overall objective of the project was to strengthen women and youth to take a more active role in political processes through political academy.

Through USAID's Political Processes Support Program, the first women's caucus in the region was created within the FBiH Parliament. The caucus aims to mainstream gender equality issues across the work of the parliament, and to pursue legislative changes to improve the position of women regarding maternity leave, improved childcare and equal employment, including budget allocations.

The International Republican Institute (IRI) works with women parliamentarians via a series of workshops, meetings and political academies in order to increase leadership skills, increase women's participation in decision-making, and so on. IRI also trains and prepares women for elections campaigns and trains them in gender equality legislation.

The US Embassy in BiH has also supported projects on women's participation in politics. Specifically, the Embassy, acting through the Office of Public Affairs put out call in 2013 for proposals to be funded from the Fund to Support Women's Empowerment. This fund was created to support larger scale grant initiatives designed to increase meaningful participation of women in politics.

Two prominent NGOs supporting these issues are **Sarajevo Open Center and CURE**, who have launched several projects, initiatives and publications on the topic of inclusion of women in politics, the most prominent being: "Improving Women's Human Rights by Strengthening the Women's Network of Bosnia and Herzegovina", implemented with support of the **Embassy of the Kingdom of Norway**.

1.3. Target groups and their specific needs

A diverse range of initiatives are designed to build the capacity of the pool of *potential women leaders* and *elected women*, by strengthening the skills, experience, and knowledge once they enter elected office, as well as to address broader issues of institutional capacity-building. Interventions include providing access to knowledge networks, mentoring programs, and skills training. Multiple actors will contribute towards capacity development, including gender machinery, parliament gender equality commission, and women's groups and networks in civil society.

The first target group are *women formal and informal leaders and women who want to become leaders in their communities*, in order to bring about positive social change. They can be leaders within their society in the field of politics, economy or social initiatives. For different reasons, so far their leadership potential was not capitalised upon or channelled towards political participation. Therefore, this project aims to tap into their leadership potential, by providing the necessary spaces, tools, training and networking.

Second target group are women who are already politically active but have not yet been elected, will be given a chance to work further on their skills and build themselves into stronger candidates, capable of carrying out the duty they are setting out to adhere. Working with young, less experienced women will help in building the new generation of capable women leaders, who will in the future change the set stereotypes and work towards balanced women representation in decision-making.

Thirdly, in line with the *Gender Equality in Elected Office: Six Step Action Plan*³⁰, the project will further strengthen the elected women, and those in the pipeline for elected office. In addition to access to networks and mentoring programs, their capacities will be built to strengthen political competencies, soft-skills (communicating with the media/press, self-presentation, engaging effectively with the public), teaching the skills in fundraising and campaigning (lobbying, attracting funds, use of ICT, social media tools and crowdfunding). The capacity building of the elected women and candidates will be done without creating any political platform or influencing political choices, and there would be no active campaigning on behalf of women candidates. UN support will be provided equally to all across the political spectrum with no favors towards anyone.

Another target group are municipal gender commissions which in many local communities are not fully operational or capacitated. Close cooperation with the BiH gender machinery is anticipated in achieving this goal.

Central Elections Commission of BiH will be a project partner on issues such as co-implementing the media campaign and co-selecting beneficiaries of the capacity building project component in line with the selection criteria based on the principles of political neutrality, fair geographic, entity, ethnic coverage and the principles of inclusiveness. .

Finally, Parliamentary Gender Commission within the BiH Parliament, will be strengthened to address the legal weaknesses to promote the principles of inclusiveness and gender equality and other issues that are within their mandate.

³⁰ Six Step Action Plan is a holistic approach aiming to bring in, and to keep, more women in politics and the decision making arena. Although the approach is context dependent and allows flexibility in this respect- it requires work on six fronts, these being: constitutional rights, electoral systems and party laws, legal quotas, party rules, capacity development, gender-sensitive rules and procedures in elected office. The approach is further elaborated in Methodological Approach, pages 13 and 14.

Given that the political environment in BiH is men dominated, and that men play important role in political processes and institutions, working with men in this initiative will be vital to boost women's representation and participation. Also, men will be capacitated in promoting gender equality policy development and implementation, while as women's allies they will be encouraged to support women's initiatives and their efforts towards gender equality. Furthermore, party leadership with a keen interest in championing gender equality will be targeted to open political parties to gender equality concepts and praxis. The focus is on: 1) working closely with the party focal points to build capacities of men to advocate for gender equality and to carry forward the change needed; 2) consulting with party focal points on reviewing and updating policies, internal procedures, rules and manifestos; 3.) leading by example – by ensuring gender balance in their teams, advocating for implementation of gender responsive policies, addressing inappropriate and implicit discriminatory behaviours in committee work, political parties, etc. 4) working with the campaign leaders of the parties to communicate differently with media, actively promoting gender equality, 5) collaborating with the women caucus in party, if existent.

Currently, women politicians are underrepresented in *media*, and treated differently than their men colleagues. Therefore, the project will work closely with the media to advocate for an increased media space for women candidates to present themselves, their programme, and engage with the voters.

The project will also work closely with the *civil society organizations* advocating for gender rights, and gather them into network that will facilitate access to political structures and women help multiply and integrate project values in their future approach.

Furthermore, women and men alike, be it in the capacity of party activists, members, elected officials or candidates will benefit from the project. Gender mainstreaming efforts to increase women political participation and visibility will help develop favourable environment for future women political leaders, officials and candidates. BiH voting population will benefit from enriched political programmes/platforms encompassing more gender-equity rhetoric that would spur gender equality principles at all levels of government. Particular attention will be given to youth interested in becoming politically active and enlist gender equality and women participation in politics as important issues on their future political agenda.

II. STRATEGY

Theory of Change (ToC)

Theory of Change puts forth the “big picture” and delineates strategic thinking on how to make desirable change. It provides for a general direction since it makes connections between many different aspects of social life, which are influencing each other, often in a non-linear way. This project is designed having in mind a long term vision, while identifying “medium term niches” that pave the way for it. In doing so, it adopts a proven approach³¹ adjusting it to the BiH context, while pursuing series of activities incrementally.

In the long run, the vision, or the goal of Change, is defined as following:

The long run progressive change of BiH society critically depends on activation of women's engagement and resources. High level of gender equality improves overall quality of life and contributes to the economic and democratic development of BiH. To that end, gender equality is seen not only as a human right issue, but also as a key development issue. Gender equality is taken as an essential precondition for redefining political and development agendas on the local and state levels.

This is achieved by two different, but complementary set of activities: 1. Contextualising and applying the Gender Equality in Elected Office: 6 Step Action Plan to ensure structural changes that provide an

³¹ Six-Step Action Plan

enabling environment, legislatively, institutionally and substantively, and 2. Empowerment of women locally to identify, strengthen and nourish the next generation of women leaders.

In a medium term, women's empowerment will be achieved by activities in several interrelated areas. The accent is placed on social innovation and constructive use of technologies, social learning, dissemination of the best practices, creation of the added value, and growing momentum for positive change. The emphasis is on sustainable social change, which will go steadily in one direction, towards more progressive society. This will be achieved through:

- Combination of *capacity building, ICT tools and networking* on one hand, and *practice* through civic engagement and activism- informal and aspiring women leaders will strengthen their leadership skills and confidence- and become drivers of change in Bosnia and Herzegovina;
- The elected women and women members of parliament will strengthen their know-how, leadership skills and confidence levels, increasing their impact on policy-making;
- The elected women and women members of parliament – supported by an enabling environment – will proactively collaborate with each other across dividing lines and create mechanisms (Women Forum for Development) for that collaboration, increasing their impact and influence in policymaking; and
- Positive contributions of women leaders in civic engagement and policy-making are highlighted in the media, so that the public perception of their role as effective leaders and decision-makers will increase.

In order to increase the capacity of informal, elected and aspiring women leaders by magnifying women's voices and bolstering engagement in community life and decision making, the project sets the following broader results:

- Elected women, women parliamentarians and aspiring women leaders are equipped with coalition and consensus building skills and are able to advocate more effectively for a variety of issues and policy change, including women specific issues;
- Parliamentary Gender Commission is empowered to pursue legislative changes that will secure greater gender equality and inclusiveness principles, political participation of women, as well as improvement of quality of life of women in BiH;
- Transformative changes occurring in targeted institutions – political parties, parliament, municipal gender commissions, will create an enabling environment for women to participate meaningfully in decision making;
- Trainers/facilitators from women's organizations and NGOs are empowered as agents of reform and change and provide effective political leadership training at local levels in BiH;
- Media is equipped with the know-how to make fair portrayal of women leaders and policy-makers in the media;
- The population's awareness and perception of the role of women politicians as effective decision-makers in government is improved.

III. RESULTS AND PARTNERSHIPS

Detailed description of output, activities and expected results, project duration

The first, vertical and overarching set of objectives is to ensure structural adjustments to accommodate greater numbers of women in politics. The UNs *Gender Equality in Elected Office* approach will be applied for getting more women elected across board, in all spheres of decision-making in Bosnia and Herzegovina. It will look into enhancing the women's position in the decision-making and work towards women being given a realistic and equal chance as their men counterparts in the forthcoming general elections (2018), and in the longer term, the next local elections in 2020- *by means of advocacy for women's equal rights*

and political participation. UN support will be provided equally to all across the political spectrum with no favours towards anyone.

The programme will start implementing activities from November 2017 with **the three-month inception period** which will be utilised to recruit the team members, to further contextualise *6 Steps in Elected Office approach*, elaborate details outlined in the project log frame, prepare detailed costed work-plan for the entire duration of the project specifying utilisation of UN Women expertise in specific project activities in full consultation with the project partners. The inception phase will set the stage for an intense one-year period prior to the General elections due in in fall 2018. To this end, the project will intensively work with BiH Gender Agency, BiH Parliament, parliamentarians, Parliamentary Gender Equality Commission, Central Elections Commission, and other relevant partners by holding public discussions and workshops, public hearings, etc. to promote political participation of women. Although closely related topic wise, these events will be held separately from capacity building component (Output 1, Activity 8), with the view of building issue coalitions and mobilising overall support with the aforementioned constituencies as well as building consensus for a gender equality agenda in Bosnia and Herzegovina. Furthermore, the project will build awareness of political parties about gender equality, with view of change of internal rules and manifestos to make them more gender sensitive and to promote the role of women in politics.

The project will be implemented by UNDP in partnership with the UN Women which will be a Responsible Party in the implementation.

UNWOMEN is the UN Agency working globally to develop and uphold standards and create an environment in which every woman and girl can exercise her human rights and live up to her full potential. According to UN Women Bosnia and Herzegovina Strategic Note 2015 – 2019 UN Women in BiH works on the following four global UN women impact areas:

- Economic empowerment
- Ending violence against women
- Women, peace and Security
- Gender sensitive policies.

UN Women will be partnered with in implementation of specific aspects of the Outcome 2 (but not limited to it), thus utilising UN Women expertise in the areas such as legislative framework, working with the political parties to promote the gender equality agenda, media campaigning etc- the details of which will be elaborated further during the inception phase.

On a parallel track, this project will work with the relevant stakeholders locally, with the goal to nurture more politically active women. On a community level gender is closely related to development, where women are increasingly seen as important social agents who can promote transformational change towards the more developed and more inclusive societies. Every aspect of community life is necessarily gendered, but is still, in the case of Bosnia and Herzegovina, not recognized as such, especially in the less developed areas and rural areas. The challenge now is how to narrow down the focus on those activities which will be able to trigger multiple changes, as a domino effect, in different domains and levels of community life, towards more gender equality end. The emphasis is on women's engagement as a potential and resource for community development.

Additionally, men interested in championing the gender equality agenda will be identified and closely worked with to push the agenda forward. Prominent TV directors, journalists, bloggers, presenters and editors will be approached, and worked with to take forward the equal representation agenda: to help secure more equal representation of women are more equally represented in the pre-election period, but

also to ensure that women are engaged in meaningful debates on their social and economic agendas and viewpoints, drawing on the global initiatives such as *Ask Her More*.³²

Theory of change which is applied here, starts with the requirement for better understanding of the contextual complexities of BiH, and then it moves to operationalization of goals of change into the set of outcomes and outputs in a logframe.

The overall objective of the proposed project is to strengthen women's leadership and participation in political life, vertically by making structural adjustments to accommodate greater numbers of women in politics, as well as horizontally by nourishing the next generation of women leaders in communities through tailored networking and capacity building initiatives, and increased democratic participation and accountability.

The following outputs are foreseen within this project:

- **OUTPUT 1: Strengthening Women's Leadership**
- **OUTPUT 2: Fostering Political Participation of Women**

OUTPUT 1: Strengthening Women's Leadership

This output will help in building the new generation of capable women leaders, by strengthening women's leadership and participation in political life. Empowerment of elected women leaders, and increase in women's political participation in selected municipalities will be supported through a series of interventions, such as: capacity building, networking into Women Forum for Development, partnering with the authorities for gender equality in order to institutionalise changes, empowerment through social innovation and modern technologies, and affirmative identity building. Political sensitivities ingrained in nature of the project itself call for strict observation of neutrality and adoption of non-partisan approach at all stages of project implementation - strictly assuring that no parties would either be deliberately excluded or treated with favoritism. This especially refers to paying particular attention to the selection of women who will benefit from the capacity building component to be provided by the project. In this respect, a comprehensive *selection criteria* will be carefully crafted - based on the principles of political neutrality, while taking into account a fair geographic, entity, and ethnic coverage. Close cooperation and sharing of responsibility in this regard will be done with the Gender Equality Agency and BiH Gender Parliamentary Commission.

Through the capacity building intervention, the following three packages (adjusted to each of the project target groups, i.e. informal and aspiring leaders in their communities, women who are already politically active but have not yet been elected, and the elected women and those in the pipeline for elected office) will be delivered: 1.) Strengthening Political Competencies: competencies on political system of BiH, the constitution, gender equality and gender mainstreaming, human rights, democracy, citizenry, localising Sustainable Development Goals, international relations, 2.) Acquiring Soft-Skills: communicating with the media/press, self-presentation, engaging effectively with the public, etc. 3.) The candidates will also be taught skills and techniques such as crowdfunding, promoting their programme through use of ICT and social media tools, etc.- this will be done without creating any political platform or influencing political choices, and there would not be active campaigning on behalf of female candidates. UN support will be provided equally to all across the political spectrum with no favours towards anyone.

³² <http://therepresentationproject.org/the-movement/askhermore/>

On-job mentoring and coaching– will be explored to connect women to more experienced politicians, in person and via technologies- in order to crowdsource ideas and provide hands-on advice on how to resolve specific issues. Possibility for twinning initiatives with Sweden, and other EU countries will be explored.

Given the absence of a platform in BiH that provides a mutual support mechanism between women leaders, the creation of a *network of women leaders called Women Forum for Development* is anticipated. Women Forum for Development will be an independent platform for issue coalitions, exchange of information and good practice and networking between women leaders. The platform aims to secure networking among women leaders following the project close, thus ensuring sustainability in the long run. This platform will be independent of any government influences.

On a parallel track, partnering with the authorities for gender equality will be initiated. To this end, close cooperation with the BiH Gender Agency, entity Gender Centers and Municipal Gender Commissions is anticipated in order to define *Local Strategies and Action Plans* for women's leadership. Capacities of Gender Commissions will be strengthened by delivery of training on integrating gender equality perspectives into local development plans, local policies and gender sensitive budgeting, as well as about the gender equality law and its implications.

Empowerment³³ through social innovation and modern technologies will be done, with view of broadening horizons, learning new skills, networking, bringing benefits of technologies to women and communities and introducing new concepts such as sharing economy, etc. Two web based applications with mobile interface will be developed aimed at reducing time poverty and strengthening networking. These will be provided as a tool to Women Forum for Development, and will be interlinked with the online capacity building platform. Events such as: social innovation weekends, sales of the second-hand products or food to gather money for humanitarian interventions in the community, lectures, workshops etc., will be organized. Furthermore, a social innovation weekend devoted to the creation of an ICT solution entitled *Local Online Bourse* matching local demand and supply, where people would be able to enlist both their needs (DEMAND) and their offers (SUPPLY) of services and good will be organized. *Local Online Bourse* is of strategic importance to assist women with the issue of time poverty. It will be instrumental in alleviating double burden by helping with organising baby-sitting, care-work, house-work, skills-share- thus freeing up time for women to take part in public life more prominently. Communities will also be enabled to kick-start their community crowdfunding activities³⁴. Seminars on basic computer and mobile skills will be organized by young people to help older people in a community (strengthening inter-generational exchange of skills). IT events will be organized targeting young women to learn about new technologies, their use and abuse, benefits and threats. This will be organized in cooperation with local schools.

Finally, over the past decades, the identity in BiH has been associated with a divisive, mostly ethnic and gender blind rhetoric. This project, on the other hand, will nourish the concept of affirmative identities for women, those based on the principles of service, unity and oneness. This package will work towards building a positive identity of local communities that affirm women and which is also gender mainstreamed. Therefore, memoirs that incorporate community description, population, interesting stories, heritage, profiles of leaders including women, affirmative memories that put the community together, shared values and initiatives, description of important monuments, founding "myths", successful inhabitants' stories will be developed. Women leadership will be acknowledged by means of leadership awards. Furthermore, women will be encouraged to claim back public spaces and the project will utilise them as meeting and training venues and various community activities.

Notable business women will be particularly involved whenever possible as one of potential role models that have charisma and authority to inspire and mobilise women leadership.

³³ Even though 75% of women in BiH have access to the internet, *Gender Needs Assessment, 2016-* confirmed that the potential of technologies is not fully exploited by women in BiH (for remote employment, gaining skills, learning), and technologies are not always used for constructive purposes (many reported intense use of technologies by women for accessing games, soap operas, etc., and social media to connect but not to empower).

³⁴ Crowdfunding is the practice of funding a project or venture by raising monetary contributions from a large number of people. Crowdfunding is a form of crowdsourcing and of alternative finance.

It is envisioned that as a result of these activities, a number of women who are recognized as leaders will increase as well as a number of women who take initiatives for different civic actions. This is hoped to increase the sense of belonging to a community and a sense of civic activism in general.

Expected results: Elected and aspiring women leaders are nourished, empowered and networked through Women Forum for Development. Women's civic engagement and political participation has increased in selected municipalities.

OUTPUT 2: Fostering Political Participation of Women

The work under this output will be based on contextualising and applying the UNs *Gender Equality in Elected Office* approach, with the aim of getting more women elected across board, in all spheres of decision-making in Bosnia and Herzegovina. It will look into enhancing the women's position in the decision-making and ensure they are given a realistic and equal chance as their men counterparts in the forthcoming general elections (2018), and in the longer term, the next local elections in 2020- *by advocacy for women's equal rights and political participation.*

More inclusive parliaments which reflect all sectors of society are symbolically important for the legitimacy and quality of these representative bodies. The inclusion of women voices not only provides a more effective voice for articulating women interests, but it broadens the range of diverse experiences, interests and expertise brought into parliamentary debates. It also strengthens civic engagement and democratic participation among the general electorate. Having in mind that women in parliaments can have a substantive effect upon the policy agenda, as well as serve as role models to inspire other women to become politically active- a set of activities will be directed towards promoting gender equality principles in the BiH parliament, by working closely with the BiH Gender Parliamentary Commission. In parallel, work will be done with the political parties to promote gender sensitive practices, candidacy of women, greater inclusion of women in decision making positions within parties, as well as amending their manifestos and internal rules to accommodate the principles of inclusiveness and gender equality. These all are important means of anchoring and institutionalising gender equality in the political processes and institutions.

Another principle to be employed is that women leaders serve as role models who mobilise women as citizens, party members and political activists. Hence series of events, such as public discussion and workshops for women leaders to inspire other women will be organised to this end. Also, men will be capacitated in promoting gender equality policy development and implementation, while as women's allies they will be encouraged to support women's initiatives and their efforts towards gender equality.

Awareness Raising for general public to vote in general, and vote women in particular will be done. The project will work with the general public, both men and women, and the media- to showcase that women can be successful leaders and to promote voting for women candidates. This will be done by several actions on a parallel track: A media campaign, targeted public discussions and workshops to be held for general public and other events will be held for women leaders, where prominent women leaders inspire other women.

Expected results: Women's position in the decision-making is strengthened ensuring they are given a realistic and equal chance as their men counterparts in the forthcoming general elections (2018), and in the longer term, the next local elections in 2020.

Methodological Approach/Strategy

The United Nations has identified six avenues by which participation of women in politics and government can be strengthened. Therefore, the project activities will be implemented based on the approach called *Gender Equality in Elected Office: Six Step Action Plan*, which will be customized and fully contextualized during the inception phase, making it fully applicable to the context of Bosnia and Herzegovina, and in the right combination with the other successful practices implemented in the region. This customization is particularly needed in view of administrative and constitutional complexities of BiH. Six Step Action Plan is built on the premise that legislative careers serve as a springboard to higher political office. Political parties without adequate representation of women in elected office are less likely to appoint women ministers, party leaders or heads of governments. Furthermore, women in parliaments can have a substantive effect upon the policy agenda. More inclusive parliaments which reflect all sectors of society are symbolically important for the legitimacy and quality of these representative bodies. They strengthen civic engagement and democratic participation among the general electorate. The inclusion of women voices not only provides a more effective voice for articulating women interests, but it broadens the range of diverse experiences, interests and expertise brought into parliamentary debates. Six Step Action Plan profoundly builds on women leaders serving as role models who mobilise women as citizens, party members and political activists. Its core principles are elaborated below:

Step 1.) Constitutional rights

Guarantee equal rights for women and men, including rights to the voting suffrage and to candidate nomination

Step 2.) Electoral system

Reform the type of electoral system; proportional representation with large district magnitudes maximizes opportunities for women

Step 3.) Legal quotas

Review laws regulating candidate recruitment processes for all parties; the use of reserved seats for women members or gender quotas for candidates generally expand women's representation

Through this programme, the UN will not aim to provide electoral technical assistance.

Step 4.) Party rules and recruitment procedures

Review internal candidate recruitment processes within each party; adopt fast track strategies in party rulebooks and regulations to achieve gender equality for nominated candidates

Step 5.) Capacity development

Strengthen the skills and resources of women in the pipeline for elected office, with initiatives by parties, the media and NGOs, including knowledge networks, mentoring programs, skills training and funding for women candidates

Step 6.) Parliamentary reform

Reform the rules and internal procedures within parliament, including the facilities and working conditions, hours of sitting, principles for leadership recruitment, and provision of childcare facilities

Furthermore, *HeForShe*³⁵ approach will be applied, while fully taking into account the BiH context, experience from other countries in the region³⁶, in order to achieve the maximum impact and prevent any backlashes. *HeForShe* is a solidarity campaign for gender equality initiated by UN Women with a goal to engage men and boys as agents of change for the achievement of gender equality and women's rights, by encouraging them to take action against negative inequalities faced by women and girls. Grounded in the idea that gender equality is an issue that affects all people—socially, economically and politically—it seeks

³⁵ <http://www.heforshe.org/en>

³⁶ [Armenia and Moldova](#)

to actively involve men and boys in a movement that was originally conceived as "a struggle for women by women."

Working with men in this initiative will be vital to boost women's representation and participation. Prominent TV directors, journalists, bloggers, presenters and editors will be approached, and worked with to take forward the equal representation agenda: to help secure more equal representation of women are more equally represented in the pre-election period, but also to ensure that women are engaged in meaningful debates on their social and economic agendas and viewpoints, drawing on the global initiatives such as *Ask Her More*.³⁷

Finally, the project's implementing strategy is to support and drive forward change from bottom-up by engaging women and giving them a voice in community and local governance processes. The aim is to nourish the next generation of women leaders locally. In doing so, the project places **women at the centre of its work**, while also relying on a broad range of relevant stakeholders – BiH Gender Agency, LGs, parliamentary gender commission, Central Elections Commission of BiH, civil society and community-based organisations – to promote the principles of inclusiveness and gender equality. Here, cooperation with civil society organizations will be sought within the project in particular in the field of delivering capacity building, networking and advocacy work. However, through this programme, the UN will not aim to provide electoral technical assistance or advice to electoral authorities.

Geographical area of intervention and territorial demarcation with other relevant interventions (if relevant, particularly for local/regional/area-based programmes)

The vertical component of the project, concerned with the removal of structural and normative adjustments that are impeding gender equality, will cover the entire territory of Bosnia and Herzegovina, by working with the relevant institutions across board: BiH Gender Agency, political parties, BiH Parliament and Gender Parliamentary Commission of BiH, Central Elections Commission of BiH, leaders and civil society organisations across the country. Locally, project will be implemented initially in 10 municipalities across BiH. The interventions at the beginning of the project will be based on various preparation activities which will be conducted simultaneously in all 10 municipalities. The interventions that will follow afterwards will be carefully designed for each municipality based on the in depth analysis of needs and potentials. The gradual spreading and exchange of knowledge and products with other municipalities will take place over the course of three years of projects implementation. About 70% of all products project will be scaled up and made available to all interested municipalities in BiH.

Partnerships (stakeholder's analysis)

Ensuring gender equality and women empowerment on the local level requires efforts and synergies of institutional, non-governmental and local governmental stakeholders, which can drive or restrain positive change. The overview below maps out both influential actors that may drive the process forward, as well as those holding the potential to thwart progress:

Ministry of Human Rights and Refugees BiH

The Ministry of Human Rights and Refugees of BiH plays an important coordinating role. Due to its limited powers at the level of BiH, numerous activities of the Ministry, particularly those relating to the

³⁷ <http://therepresentationproject.org/the-movement/askhermore/>

development and implementation of public policies, require close cooperation with the entities and Brcko district.

Gender Agency BiH

Under the Law on Gender Equality and by a Decision of the Council of Ministers of Bosnia and Herzegovina the Gender Equality Agency of Bosnia and Herzegovina was established within the Ministry for Human Rights and Refugees. BiH Gender Agency has championed, with the support of OSCE, the adoption of the Joint Intent of Political Parties to Work on Gender Equality- by nine political parties, trained over 100 women candidates, and designed the profile of a typical BiH woman candidate politician.

In addition, the project will also work closely with the Gender Centres RS and FBiH, as well as Gender Commissions.

Parliament: The project will work with women members of the BiH Parliament, as well as the Gender Parliamentary Commission on addressing legal, electoral, and party rule weaknesses- as appropriate.

BiH Central Election Commission: has a keen interest in intensifying their cooperation on issues related to gender equality. The Commission regularly provides inputs to Agency for Gender Equality for Annual Report on implementation of Gender Action Plan, as well as inputs on implementation of the CEDAW Convention. The Commission has supported several gender-equality initiatives, such as Council of Europe trainings for activists, candidate and elected women, gender quota promotion on Global Elections Day 2017, 16 Days of Activism, etc. The Municipal Election Commissions will also be consulted and involved as required.

Political Parties: The project will work with the political parties to build awareness about gender equality, and to discuss the change of internal rules and manifestos in order to make them more gender sensitive and to promote the role of women in politics. Furthermore, male members of the parties interested in championing the gender equality agenda will be identified and closely worked with to push the agenda forward. Such men ambassadors will be identified within the political parties to show greater support and to lobby for their women colleagues within the parties.

Civil society organizations

The cooperation between governmental structure and CSOs is still weak and mostly ad-hoc. CSOs have a unique opportunity to contribute with their input and analyses to creating better policies in line with the needs of all citizens. For this reason, it is essential for government representatives to recognize the benefits of participative democracy and of cooperation with CSO, as well as to continue working to improve their capacities for civil dialogue.

Civil society organizations will be a very important cooperation partner for the implementation of the project. Providing the adequate platform there is huge space for civil society organizations to make contribution in the field of fostering citizen's participation, public spaces, social cohesion, women empowerment, etc. use their network, experience and initiatives and activities to open those issues for a broader public debate. In addition, civil society organizations can serve as a link between the governmental institutions and citizens. This is particularly important for the public consultations process on a local level, since civil society organizations have direct access to local communities and understand the problems and needs of citizens. This gives civil society organizations a unique opportunity to contribute with their input and analyses to creating better policies, delivering capacity building workshops and fostering networking in

line with the needs of all citizens. They can play an important role in improving capacities needed for a civil dialogue, in particular on the local level.

Local governments are also generally important key players for the interaction and connectivity with citizens. Therefore, local governments are seen as main drivers of change, also due to the fact that the local level connectivity is rather based on real needs of citizens.

Media could play an important role in raising awareness among the general public on women rights issues and contribution to the gender equality development of BiH.

Synergies with other on-going or planned interventions

The project will utilise **existing legitimate local governance structures and processes, including municipal gender commissions**, to implement planned interventions, thus ensure that improvements related to capacities. Moreover, the project is designed to further support gender component in **implementation of the existing integrated local development strategies** by transforming the set local priorities into tangible results addressing effectively women’s needs.

The project will also seek to apply an **area-based approach** by clustering the participating LGs within geographical regions, thus tailoring the assistance to the specific circumstances within the selected localities and fostering peer-to-peer exchange among stakeholders.

In its course of work, the project will **utilise and replicate existing good practices and approaches** in the areas of gender equality.

Another integral part of the project implementing strategy is **communication and publicity of results and achievements**.

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 gender equality measures.

Overall, the risk level for this Project is assessed as medium, attributed mainly to political factors.

General Risks	Probability	Type / Impact	Project response
Limited public trust in governments and limited interest of communities in public affairs may be an obstacle for cooperative activities	Middle	Behavioural (Lack of response by governmental level and wish to engage with citizens and vice versa)	The Project will encourage pro-active and citizens-oriented outreach across the respective government levels, which would gradually contribute to restoring trust by citizens in their governments.

General Risks	Probability	Type / Impact	Project response
Different political interests and complex, multi-tier governance structure in Bosnia and Herzegovina may pose difficulties and impede project implementation	High	Institutional/Political (Difficulties in intra-institutional coordination)	Support intra-institutional coordination body, which will engage representatives from the various responsible government levels, together with civil society organizations.
Different political interests and tardy establishment of governments and relevant parliamentary committees following the October 2018 May continue to pose difficulties and impede project implementation	High	Institutional/Political (Difficulties in intra-institutional coordination)	Coordinated engagement of representatives from the various responsible government levels, together with civil society organizations. The Project will apply adequate mitigation measures, such as signing Agreements with governmental partners, thus formalizing their commitment and contribution to the Project.
Implementation of the 2018 General Elections might pose certain risks to project implementation, due to change in middle and higher government levels' political leaderships and their commitment to the gender equality agenda	Medium	Political (Gender equality policy agenda is stalled)	The Project will apply adequate mitigation measures, such as signing Agreements with governmental partners, thus formalizing their commitment and contribution to the Project.
Possibility of 2018 General Elections not being held at all	Low	Political (Gender equality policy agenda is stalled)	The project will continue working with the government in a technical mandate to a degree possible, while intensifying activities on the local level, specifically Output 1.
Citizens are reluctant to participate Passiveness of citizens may be an obstacle to activities	Medium	Behavioural (Difficulties in realising project activities that involve a participatory citizenry)	The Project will facilitate interaction and partnership between citizens, governments and communities coupled with pro-active outreach and inception which stimulate citizen's participation as addressing their needs.
Force Majeure (e.g. act of nature) impacts Project activities	Low	Environment (Delays in the Project's implementation)	The Project will have a flexible approach, including reprogramming of activities to respond to the emerging needs.

Knowledge management

All the below knowledge products and trainings will be recorded and disseminated further through the Web Platform and screened at Public Spaces, thus making them available to a wide audience in all municipalities in BiH due to accessibility of the web platform to general population. Wide promotion and dissemination of all knowledge products among project beneficiaries will be ensured.

OUTPUT 1:

- Training modules will be developed for formal and informal leaders and women who want to become leaders in their communities, women who are already politically active but have not yet been elected, the elected women and those in the pipeline for elected office, on: 1.) Strengthening Political Competencies: competencies on political system of BiH, the constitution, gender equality and gender mainstreaming, human rights, democracy, citizenry, localising Sustainable Development Goals, international relations, 2.) Acquiring Soft-Skills: communicating with the media/press, self-presentation, engaging effectively with the public, etc. 3.) Teaching the skills required for efficient fundraising and campaigning: lobbying, attracting funds, use of ICT, social media tools and crowdfunding, etc.
- *Workshops* in participating municipalities with women leaders, local decision-makers, CSOs, gender commissions (on a local, municipal and entity level) will be organized to define *Local Strategy and Action Plan* for women's leadership.
- Training module on the how's of integrating gender equality perspectives into local development plans, local policies and gender sensitive budgeting, as well as about the gender equality law and its implications will be organized with the aim to strengthen the municipal gender commissions with adequate gender equality know how and technical assistance.
- Furthermore, online mentoring scheme for women leaders will be developed where more experienced women leaders and/or politicians could mentor BiH women leaders.
- Best practice brochure on results and lessons learnt will be developed and disseminated widely (offline and online).
- In all three project years a description of an area, population, interesting stories, heritage, profiles of leaders, affirmative memories that put the community together, shared values and initiatives, description of important monuments, founding "myths", successful inhabitants' stories will be developed.
- Seminar on basic computer and mobile skills will be organized by young people to help older people in a community (strengthening inter-generational exchange of skills).
- IT events will be organized in the identified public spaces targeting young women to learn about new technologies, their use and abuse, benefits and threats. This will be organized in cooperation with local schools.

OUTPUT 2:

- A Study will be prepared to address legal, electoral, party rule weaknesses. The Study will explore, but not be limited to, the following: What are the legal and structural challenges that women face in political participation in BiH? What are the challenges of the Elections Law and Party Rules in relation to women's equal participation? Taking into account the existing draft laws prepared by the BiH Gender Parliamentary Commission, the study will discuss how should the legislation and Party Rules be amended to address to promote the principles of inclusiveness and gender equality. It will discuss what needs to be done for Political Parties to become an enabler and promoter of gender equality? What would be contextually most appropriate roles of women's groups in the political parties? How to partner with men MPs as well as men in public to promote gender

equality in political arena? How to, most effectively, raise public awareness and gain public support on women's political representation?

Sustainability and Scaling Up

During the course of project implementation, different models will be applied and the lessons learnt will be considered for scaling up the project across BiH. Local-level initiatives will be spread to other areas of BiH beyond 10 municipalities covered by this project phase. Especially, the focus will be given to promoting best practices and innovative approaches resulted from this project phase and expanding them to all other interested municipalities.

With the high engagement of local citizens and their increased civic activism and sense of belonging to their community, the project seeks local ownership over the achieved results and its sustainability. Engagement of the Local Government Units and higher levels of the government gives the project potential for further scaling-up, beyond the planned phase.

IV. PROJECT MANAGEMENT

UNDP in BiH will assume full responsibility and accountability for the overall project management, including monitoring and evaluation of project interventions, achieving of project outputs and specified results, and the efficient and effective use of resources. UN Women will support with their specific expertise the implementation of specific activities within Outcome 2 of the project³⁸. Regular working meetings between UNDP and SIDA at the technical level will be established.

4.1. Project duration

The overall implementation period for this project phase is 3 years (2017 - 2020).

4.2. Project institutional and organisational structure

The **project institutional structure** comprises the Project Board, the Project Assurance and the Project Team, interacting in a broader project context with partners and all interested stakeholders. A snapshot of the project institutional structure is presented in the *Annex* of this project document.

The **Project Board** will be the group responsible for making, by consensus, management decisions for the project. The Project Board will adopt the annual work plans and the annual reports prepared and presented by the project and will supervise the overall project progress. It will provide strategic guidance, as well as give final approval to selected strategic and operational issues. The Project Board will meet at least quarterly, or as necessary when raised by the Project Manager. 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. Members of the Project Board will be representatives of: UNDP (Secretariat to the Project Board), Swedish Embassy (as observers), the BiH Ministry of Human Rights and Refugees: Gender Agency BiH, BiH Gender Parliamentary Commission, BiH Central Elections Commission.

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. The role of Project Assurance will be performed by the UNDP Senior Programme Coordinator/Social Inclusion Sector Leader.

³⁸ The project will benefit from partnership with the UN Women, specifically in implementation of specific aspects of the Outcome 2, thus utilising UN Women expertise in producing baseline study and proposed legislative changes, as well as working with the political parties to promote the gender equality agenda, and aspects of the media campaign.

The **Project Team** will comprise the National Project Manager/Chief Technical Advisor, and Project Assistant.

The full-time Project Manager/CTA has the authority to run the project on a day-to-day basis on behalf of the UNDP. The Project Manager will have the responsibility to ensure that the project produces the required results that are capable of achieving the benefits defined in this document. 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.

UNDP Gender Specialist, part time will provide expert advisory services to the project team.

Technical Specialist will be recruited by UN Women in order to coordinate specific elements within the Output 2 that UN Women will be delivering.

Project support will be ensured via administrative support provided by the Social Inclusion Programme Associate (part time).

In addition, the project will deploy several key short-term national and international specialists to support project implementation, among whom experts in leadership matters; monitoring and evaluation; governance and policy.

4.3. Cost Efficiency and Effectiveness

The Project will deploy numerous measures in order to achieve cost effectiveness. In terms of procurement, outsourcing of services will be based on a transparent and competitive process, as well as on the value-for-money principle.

The Project will seek to achieve economy of scale in investments by combining, where possible, financial resources with other on-going interventions in target localities, or public funds at local and higher government levels.

Moreover, all training and capacity development assistance will be delivered by clustering partner local governments, so as to ensure economy of scale. The Project will seek to utilize in-kind contribution from partners in the form of hosting venue, hospitality and transport costs for events and training. For further cost efficiency, the Project will make use of existing relevant training programmes, thus reduce cost for training programme design.

Applying strict impact criteria for the project financial assistance will assure effectiveness and efficiency of project investments.

4.4. Project Monitoring, Evaluation and Reporting

4.4.1. Overall framework for monitoring and evaluation

The project will be monitored and evaluated through the corporate standards and requirements established by the UNDP as part of the programme and project management set-up and management decisions.

4.4.2. Main tools for project monitoring

The main tools for organising the project monitoring system encompass a series of main documents, providing baseline and target quantitative and qualitative indicators, more particularly:

- The Logical Framework (as described within Annex 1 of this project document);
- Detail annual work plan (to be developed at the beginning of each year of project implementation)
- The detailed procurement plan (to be developed in the project inception stage);

4.4.3 Annual reporting cycle

- Twice a year, the established project monitoring framework should be updated and progress recorded towards the completion of key results, based on the project monitoring table and the enhanced project management module in the Atlas system.
- Based on the initial risk analysis, a risk log shall be activated in the Atlas system and regularly updated by reviewing the external environment that may affect the project implementation. The Project Manager together with Monitoring and Evaluation Specialist are responsible for monitoring the risks and should provide the status updates to the Project Board when applicable.
- A project “**Lessons-learned log**” shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to systematically capture lessons learnt.
- **Mid-year Review and Reporting.** The Project Board will meet during the mid-year if required to assess the project progress and monitor the implementation of the planned activities to ensure the successful achievement of the annual targets. The requirement for such review will be established by the Project Board during annual review meetings. A Mid-year review report shall be prepared by the Project Manager with inputs from team members and shared with the Project Board as per established requirements.
- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board as per the established requirements.
- **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 for the following year. In the last year, this review will be a final assessment. The review is done 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.

4.4.4. Mid-term and final project reports

- **Mid-term project narrative and financial reports** prepared by the project and submitted to the Project Board at the end of the second project implementation year.
- **Final project narrative and financial reports** prepared by the project and submitted to the Project Board at the end of the project.

4.4.5 Project evaluations

The project will be subject to independent evaluation in the last quarter of the third year of implementation.

The evaluation will have a special “stock taking and strategic focusing” aspect, so as to allow for identification of possible project strategy adjustment, considering that the project will work in a relatively unknown field.

Terms of reference for the evaluation and selection of the evaluation experts will be developed jointly with the Embassy of Sweden and UNDP and endorsed by the Project Board.

4. Visibility and communication

Project visibility and communication strategy will follow usual UNDP standards and will be detailed out in close collaboration with Sida.

V. RESULTS FRAMEWORK³⁹

OUTPUT 1: Strengthening Women's Leadership

INTENDED OUTPUTS	OUTPUT TARGETS	Activities	INPUT
<p>Strengthening Women's Leadership</p> <p>Indicator: Number of platforms in the participating municipalities identified and activated</p> <p>Target: 10</p> <p>Indicator: Number of initiatives funded through crowdfunding modality</p> <p>Target: 18</p> <p>Indicator: No of social innovation events in the communities</p>	<p>Platforms for women networking identified and activated in all participating municipalities</p> <p>Criteria for selection of beneficiaries developed, based on the principles of political neutrality, geographic, entity, and ethnic coverage</p> <p>Module on crowdfunding developed and disseminated among the participating communities and LGs</p> <p><i>Local Online Bourse</i> web based solution with a mobile interface developed</p> <p>ICT solutions/applications for addressing gender issues developed</p> <p>Increased IT literacy among</p>	<p>1.1. Mapping of the available public spaces, and identifying the most adequate ones for the project purpose, their adaptation and activation. Beneficiaries for capacity-building component selected, based on elaborate selection criteria</p> <p>1.2. Enabling local communities to start crowdfunding activities, ICT solutions, including Local Online Bourse.</p> <p>1.3. Improve IT literacy among the local women</p>	<p>Expert support in mapping, assessing, and adapting public spaces. Small scale infrastructure interventions</p> <p>Expert support for development of selection criteria.</p> <p>Expert support in developing crowdfunding module. Event on crowdfunding in each municipality</p> <p>Expert support in development of the web solutions, and Online Bourse</p> <p>IT events targeting inter-generational exchange of skills in each municipality. Expert support in use of new technologies and application development</p> <p>Expert support for delivery of</p>

³⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<p>Target: 18</p> <p>Indicator, Number of trainings in the public spaces</p> <p>Target: 18</p> <p>Indicator: Number of new IT solutions developed</p> <p>Target: 2</p> <p>Indicator: Number of youth, elderly and women benefiting from the specific IT solutions and computer literacy activities</p> <p>Target: 1200</p>	<p>youth, women and older population</p> <p>Availability and quality of social services improved</p>	<p>1.4. Lobbying with LGUs to expand and improve the portfolio of public services offered by local governments and engage CSO for improvement of social services delivery</p>	<p>training modules for new technologies</p> <p>Social innovation weekend in each municipality devoted to ICT solutions/developing applications</p> <p>Seminars in each municipality on basic IT skills</p> <p>Expert support in assessment of social services availability and quality</p>
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<p>Indicator: No of women who are recognized as leaders in Community or in LG, or taking initiatives for different civic activities</p> <p>Baseline: TBD</p> <p>Target: Increased number of women leaders recognised as leaders and activities initiated by them</p> <p>Indicator: Number of developed and adopted local action plans</p> <p>Baseline: n/a</p> <p>Target: 10</p> <p>Indicator: Number of women actively participating in the <i>Women Forum for Development</i></p> <p>Target: 100</p>	<p>Women leaders network <i>Women Forum for Development</i> established</p> <p>Institutionalisation of gender equality through Local Strategies and Action plans for women leadership developed for each participating LG</p> <p>Online mentoring and coaching scheme established to connect elected and aspiring women leaders to more experienced politicians, experts, activists, in BiH and abroad, in person and via technologies- in order to build competencies, crowdsource ideas and provide hands-on advice on how to resolve specific issues</p> <p>Training material on substantive issues, political competencies, soft skills, and campaigning and crowdfunding prepared and delivered</p> <p>Schemes and incentives to further strengthen</p>	<p>1.5. Support the establishment of the women leaders network- <i>Women Forum for Development</i></p> <p>1.6. Support Development of Local Strategy and Action Plan for women’s leadership</p> <p>1.7. Strengthening municipal gender commissions and capacity building of LG staff, CSO and community leaders</p> <p>1.8. Capacity building of elected and aspiring women leaders</p> <p>1.9. Woman leadership award</p> <p>1.10. Empowering women leaders/twinning/study tour</p>	<p>Expertise for mapping and development of database of women leaders in 10 municipalities</p> <p>Expertise for developing promotion/content input for Web Platform</p> <p>Expertise to support establishment of the <i>Women Forum for Development</i> network</p> <p>Events in municipalities gathering elected and aspiring women leaders and representatives from gender mechanisms and local gender commissions (travel costs, catering, refreshment)</p> <p>One joint conference gathering all stakeholders from all 10 municipalities (travel costs, catering, refreshments)</p> <p>Gender mainstreaming training to gender commissions (travel costs, catering, refreshment)</p> <p>Workshop to define Local Strategy and Action Plan in 10 municipalities (travel costs, catering and refreshment)</p> <p>Local strategy promotional events inviting stakeholders from all involved municipalities and</p>
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	<p>women's leadership and for exchange of experience with EU countries established</p> <p>Best practice brochure on Results and Lessons Learnt delivered and disseminated widely (offline and online)</p>		<p>beyond</p> <p>Fund and criteria for Women leadership awards established</p> <p>Award event</p> <p>Expertise for developing an online mentoring and coaching scheme for women leaders</p> <p>Identifying women leaders from Sweden, and/or EU countries and BiH who would be willing to participate</p> <p>Study trip to Sweden, and/or EU countries with identified women leaders from BiH and women leaders in EU</p> <p>Conference involving all women leaders in the 10 municipalities and mentors from Sweden, and/or EU countries and BiH</p> <p>Expert support for developing and delivering three core training modules: 1.) Competencies, 2.) Soft-skills, 3.) Campaigning to elected and aspiring women leaders</p> <p>Training sessions in all 10 municipalities developing and delivering three core training modules: 1.) Competencies, 2.) Soft-skills, 3.) Campaigning to</p>
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<p>Indicator: Number of women-led initiatives supported.</p> <p>Target: total of max 35</p> <p>Indicator: No of women who are recognized as leaders in the community or taking initiatives in response to social needs</p> <p>Baseline: Analysis of findings of the quick survey and inputs from partner municipalities</p> <p>Target: Increased number of women leaders recognised as leaders and activities initiated by them by 10%.</p> <p>Indicator: Number of women participating in the quick</p>	<p>Contribution to improved availability of social services made; Women role models identified and affirmed; Good social innovation solutions identified and affirmed; New and viable successes of women leaders identified and affirmed.</p> <p>Impact of changes in a daily routine for women and women leadership</p>	<p>1.11 Support to women-led rapid response initiatives for detected social needs in the state of emergency</p> <p>1.12 An online survey on identified gender biases in leadership under living and functioning conditions dictated by COVID 19 pandemics and preferred course of action incorporating: impact of changed daily routines</p>	<p>elected and aspiring women leaders(trainers, travel costs for participants, catering, refreshment)</p> <p>Expert support for development of best practice brochure</p> <p>Printing services</p> <p>Development of selection criteria for support of local initiatives.</p> <p>Creation and launch of a call/calls to support local initiatives led by women leaders.</p> <p>Development of relevant monitoring and evaluation tools.</p> <p>Impact of changes in a daily routine for women and women</p>
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<p>survey.</p> <p>Target: >150 replied</p> <p>Indicator: number of successfully applied good practices and strategies for overcoming the daily challenges of carework identified</p> <p>Target: 5</p>	<p>identified.</p> <p>Concrete threats and difficulties for women leadership in crisis situations mapped.</p> <p>Fields and ways of concrete action of women leaders in local communities identified.</p> <p>Identification of community members serving in risky and overburdened occupations during the crisis identified and their contribution promoted</p>	<p>and reorganisation of and responsibility for daily life tasks for women and women leadership; good practices and strategies for overcoming the daily challenges of carework; mapping of challenges and opportunities for reaffirmation of feminism and women emancipation through support to and promotion of concrete actions of women leader in the time of crisis</p>	<p>leadership identified.</p> <p>Concrete threats and difficulties for women leadership in crisis situations mapped.</p> <p>Fields and ways of concrete action of women leaders in local communities identified.</p> <p>Identification of community members serving in risky and overburdened occupations during the crisis identified and their contribution promoted</p>
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OUTPUT 2: Fostering Political Participation of Women

INTENDED OUTPUTS	OUTPUT TARGETS	Activities	INPUT
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<p>Fostering Political Participation of Women</p> <p>Indicator: No of laws, regulations, and party rules amended</p> <p>Baseline: N/A</p> <p>Target: 5</p> <p>Indicator: Number of people reached by media campaign</p> <p>Target: 20.000</p> <p>Indicator: No of people taking part in public discussions</p> <p>Baseline: N/A</p> <p>Target: 500</p>	<p>Study on obstacles to participation of women in politics</p> <p>Media campaign</p> <p>Public discussions, workshops, public hearings to build alliances and partnerships around the gender equality cause within the BiH parliament and to promote political participation of women</p> <p>Discussions and training with the political parties with view of making internal rules, policies, procedures and manifestos gender sensitive and supportive of women in politics</p> <p>Public discussions and workshops for women leaders, events where prominent women leaders inspire other women</p>	<p>2.1. A baseline study on obstacles to participation of women in politics</p> <p>2.2. Media campaign to build positive public perception around the role of women as effective leaders and decision-makers, and to promote voting for women candidates</p> <p>2.3. Public discussions and workshops, including public hearings, to be organized in close cooperation with the parliament and gender mechanism, to build alliances around gender equality and to promote political participation of women</p> <p>2.4. Capacity building of project partners strengthening them to ensure institutionalisation of gender equality principles</p> <p>2.5. Support culture change within the political parties regarding gender equality, and the change of their internal rules, manifestos, policies and procedures to make them more gender sensitive and inclusive</p> <p>2.6. Targeted public discussions and workshops for women leaders, events where prominent women leaders inspire other women</p> <p>2.7. Study tour for BiH Parliament and other relevant stakeholders</p>	<p>Expert support for baseline study</p> <p>Layout and design</p> <p>Print of study</p> <p>Events- presentation of study centrally and in 10 participating municipalities, travel costs, refreshments and catering for participants</p> <p>Expert support for media campaign</p> <p>Costs of production, air-time, print- of the media campaign</p> <p>Meetings to promote legislation amendments and political participation of women</p> <p>Travel, accommodation, refreshment expert/facilitator for all meetings</p> <p>Training of BiH parliamentary gender commission</p> <p>Trainers and facilitator</p> <p>Costs of study-tour to showcase regional and Swedish best practice to BiH parliamentary gender commission and other relevant stakeholders</p> <p>Travel, DSA</p> <p>Work with political parties</p> <p>Experts</p> <p>Public discussions and workshops for women leaders</p> <p>Travel, accommodation, refreshment expert/facilitator for all meetings</p>
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<p>Indicator: number of systemic activities aiming at introduction of gender equality principle.</p> <p>Target: 10</p> <p>Indicator: number of media joining the coalition and/or its activities</p> <p>Target: 10</p>	<p>Establishment and placing into use Guidelines for Gender Mainstreaming in Academia</p> <p>Development of a textbook on gender sensitive reporting with strong focus on politically and socially engaged women. Example of a syllabus/syllabi to be included.</p> <p>Presentation/workshop for journalists and students of journalism. Amending Codes of Journalists of BiH guilds with gender sensitive provisions.</p>	<p>2.8 Working with academia i.e. universities and their rectorates) on systemic ensuring of gender mainstreaming in Academia.</p> <p>2.9 Media coalition – working with media and media workers on affirmation of women leadership.</p>	<p>Development of guidelines and organization of presentation.</p> <p>Development of a textbook on gender sensitive reporting with strong focus on politically and socially engaged women. Presentation/workshop for journalists and students of journalism and exercises in working groups. Working meeting with the associations of journalists. Basic principles from the textbook to be identified and agreed with guilds of journalists in the country. Inclusion of provisions of gender equality into Codex of Journalists of all associations.</p>
<p>Indicator: number of women-centered media initiatives</p> <p>Target: 10 - 20</p>	<p>Note new and viable successes of women leaders; Identify and affirm good examples and role models in the times when primary challenge is related to relief of effects of the crisis; Serve as inspiration for popularisation of concept of women leadership, and help prove it sustainable event</p>	<p>2.10 a) Support start-up of authentic women-centered media initiatives for much-needed new media ways in COVID situation -</p>	<p>Development and publishing a public call</p> <p>Adoption and application of an adequate selection methodology</p>

<p>Indicator: number of success stories</p> <p>Target: >10</p>	<p>during a state of crisis; Affirm on concrete examples that engagement of women during and right after a crisis that goes beyond traditional roles attributed to women is beneficial for the entire community</p> <p>Success stories from the above-listed actions that will be delivered in the ten WiE municipalities that are to promote and reaffirm women leadership and initiative</p> <p>Compendium of success stories</p>	<p>b) Success stories from the ten WiE municipalities that are to promote and reaffirm women leadership and initiative</p>	<p>Engagement of three reporters/storytellers</p> <p>Support for evidence-based study</p> <p>Layout and design</p> <p>Print of study</p>
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring 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 level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
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.		

VII. LEGAL CONTEXT AND RISK MANAGEMENT

1. Legal Context:

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.

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

2. Risk Management:

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.

Annex: Project budget

The table below represents a summarised version of the project budget. Detailed project budget will be developed upon endorsement of the project

Output 1: Strengthening Women’s Leadership	USD	SEK⁴⁰
1.1. Mapping of the available Public Spaces, identifying the most adequate one, its adaptation and activation	63,000.00	499,464.00
1.2. Enabling local communities to start crowdfunding activities, ICT solutions, including Local Online Bourse	73,500.00	582,708.00
1.3. Improve IT literacy among the local women	52,500.00	416,220.00
1.4. Lobbying with LGUs to expand and improve the portfolio of public services offered by local governments and engage CSO for improvement of social services delivery	110,250.00	874,062.00
1.5. Support the establishment of the women leaders network-Women Forum for Development	31,500.00	249,732.00
1.6. Support Development of Local Strategy and Action Plan for women’s leadership	31,500.00	249,732.00
1.7. Strengthening municipal gender commissions and capacity building of LG staff, CSO and community leaders	47,250.00	374,598.00
1.8. Capacity building of current and potential women leaders	115,500.00	915,684.00
1.9. Woman leadership award	15,750.00	124,866.00
1.10. Empowering women leaders/twinning/ study tour	173,250.00	1,373,526.00
Total Output 1	714,000.00	5,660,592.00
Output 2: Fostering Political Participation of Women		
2.1. A baseline study on obstacles to participation of women in	63,000.00	499,464.00

⁴⁰ Conversion to SEK using Sep 2017 UNORE USD/SEK = 7.928

politics		
2.2. Media campaign to build positive public perception around the role of women as effective leaders and decision-makers, and to promote voting for women candidates	147,000.00	1,165,416.00
2.3. Public discussions and workshops, including public hearings, to be organized in close cooperation with the parliament and gender mechanism, to build alliances around gender equality and to promote political participation of women	63,000.00	499,464.00
2.4. Capacity building of project partners strengthening them to ensure institutionalisation of gender equality principles	57,750.00	457,842.00
2.5. Support culture change within the political parties regarding gender equality, and the change of their internal rules, manifestos, policies and procedures to make them more gender sensitive and inclusive	69,790.00	553,295.15
2.6. Targeted public discussions and workshops for women leaders, events where prominent women leaders inspire other women	47,250.00	374,598.00
2.7. Study tour for BIH Parliament and other relevant stakeholders	42,000.00	332,976.00
TOTAL Output 2	489,790.00	3,883,055.15
3. Project Management and Operational Costs UNDP		
3.1. Project Manager	169,155.00	1,341,060.84
3.2. Project Assistant	121,905.00	966,462.84
3.3. Gender Specialist (part time)	52,500.00	416,220.00
3.4. Project Assurance	63,000.00	499,464.00
3.5. Project support and quality (part time)	52,500.00	416,220.00
3.6. Travel	31,500.00	249,732.00
3.7. Equipment	8,400.00	66,595.20
3.8. Office rent and communication costs	47,250.00	374,598.00
TOTAL	546,210.00	4,330,352.88
GMS	140,000.00	1,109,919.97
GRAND TOTAL	1,890,000.00	14,983,920.00