

Project Document Revision Cover Page

Project Title: Enable and Manage more Beneficial Civil Society Environment - EMBRACE

Project Number: Award ID: BIH10/00120690

Output ID: 00116787

Implementing Partner: United Nations Development Programme (UNDP) in Bosnia and Herzegovina

Start Date: 1 November 2019 **End Date:** 31 July 2022

LPAC Meeting date: 9 August 2019 and 4 July 2021 (for substantive revision/cost extension)

Implementation modality: Direct Implementation Modality

Brief description – substantive revision justification

The substantive revision was prepared to extend the duration of the EMBRACE project until 31 July 2022 and reflect increase in resources as approved by the donor. The extension is justified with necessity for continued support to CSO and support in the policy improvement. The process was appraised through conclusions of Project Board session held on 4 July 2021.

The overall objective and specific objectives of the EMBRACE project remained unchanged. Direct project beneficiaries were increased to accommodate planned new grant scheme and include additional 1700 totalling 4,800 citizens directly benefiting from awarded CSO projects in minimum 12 localities in Bosnia and Herzegovina (BiH). Project partners remain unchanged: CSOs, as well as relevant state and entity ministries (BiH Ministry of Justice, FBiH Ministry of Justice, Ministry of Public Administration and Local Self-Government of Republika Srpska).

The cost extension was approved by the donor - Royal Norwegian Embassy on 27 July 2021. The additional 2,500,000 NOK were awarded for continuation of EMBRACE project. Operation and financial plans as well as PRODOC are adjusted accordingly.

<p>Linkage with SDGs: SDG 16</p> <p>Linkage with EU accession agenda: Direct contribution to strengthening public administration and institutional building at subnational government levels</p> <p>Linkage with UNDP Strategic Plan 2018-2021: Signature solution 2: Strengthen effective, inclusive and accountable governance. Strategic Plan Outcome 1: Advance poverty eradication in all its forms and dimensions</p> <p>Contributing Outcome (UNDAF/CPD):</p> <p>Outcome 5. By 2025, there is stronger mutual understanding, respect and trust among individuals and communities.</p> <p>Output/s ID (with gender marker): 00116787/ GEN2</p>

Total resources required:	USD 872,463.68 ¹	
Total resources allocated:	UNDP TRAC:	0
	Norwegian Ministry of Foreign Affairs- Royal Norwegian Embassy Sarajevo	USD 872,463.68
	Government:	0
	In-kind:	0
Unfunded:	0	

Agreed by (signatures):

UNDP	
Print Name: Sukhrob Khoshmukhamedov, Deputy Resident Representative	
Date: 30 July 2021	

¹ The Amendment No1 to the Agreement with the Norwegian Ministry of Foreign Affairs increasing the original contribution amount to NOK 7,500,000 was signed on 27 July 2021. The total contribution includes 1% UN Coordination levy.



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1. DEVELOPMENT CHALLENGE

1.1. Wider country context and sector specific analysis

BiH has been experiencing challenges in establishing institutional mechanisms for cooperation with CSOs and ensuring transparent mechanisms for CSO funding. Transparency limitations related to the funding mechanisms (public funds) are direct result of inadequate financial and legal regulations. Also, CSOs reporting on received funding is poor and often not properly monitored. Grassroots' CSOs still need to enhance their capacities in order to adequately respond to local needs.

Considerable changes have been introduced by previous **LOD intervention**² and subsequently **ReLOaD**³ programme on the local level in a last decade. *BiH 2018 Report* (2018 Communication on EU Enlargement Policy) recognizes that “regarding civil society, there was some progress in establishing institutional mechanisms for cooperation between governments and civil society organisations (CSOs), as well as in public financing of CSOs.” The same document highlights the need for continuation of addressing transparency in public funding: “public funding calls and, in some cases, results of selections were publicly available, but some funding mechanisms for distribution of funds remained non-legally binding and were not fully implemented. Transparency remained weak due to lack of monitoring and evaluation mechanisms.”⁴

Both LOD and ReLOaD interventions contributed to opening space for CSOs to be recognized as service providers in their local communities demonstrating to local governments how to outsource services to CSOs. Improvement of cooperation between local governments and CSOs continued to be part of the agenda. A need for capacity development of CSOs, especially grassroot CSOs, remain and is related to the capacity of civil society to better respond to citizens' needs by properly articulating ideas within their project proposals.

1.2. Lessons learnt from previous experiences

Through the implementation of four consecutive phases of the LOD project and a regional ReLOaD programme in the Western Balkans, UNDP BiH has built extended knowledge related to both capacity development of civil society and regulatory and institutional framework related to CSO funding from public sources. This experience proved that the existing tools for transparent funds disbursement (grant scheme) utilised in the ReLOaD programme might need to be fine-tuned for each local government in order to best address the specific local priorities. Also, the capacities of the CSOs, although much improved, still need to be further developed through training in Project Cycle Management (PCM), mentoring and field monitoring in order to ensure efficiency and maximise impact. Considering the previous experience, it is safe to claim that the grant scheme for CSOs should prioritize interventions in the following areas: social services for the most vulnerable, inclusion, youth, activism and volunteerism, gender equality, environmental protection, and human rights. Such a support contributes to reinforcing local service delivery and community wellbeing, especially in areas where governments fail to reach specific population groups.

² The Reinforcement of Local Democracy (LOD) project, funded by the European Union's Instrument for Pre-accession Assistance (IPA), was initiated in 2009 to strengthen inclusiveness, participation and transparency in municipal funding, to emphasize the importance of the role of civil society in local communities and to create long-lasting partnerships between local governments and CSOs. The model creates the conditions for competitive project-based approaches to funding disbursement, motivating CSOs to professionalize and become better service providers, acting in accordance with local development strategies. The LOD project has been implemented in Bosnia and Herzegovina in four different phases in the period 2009-2016.

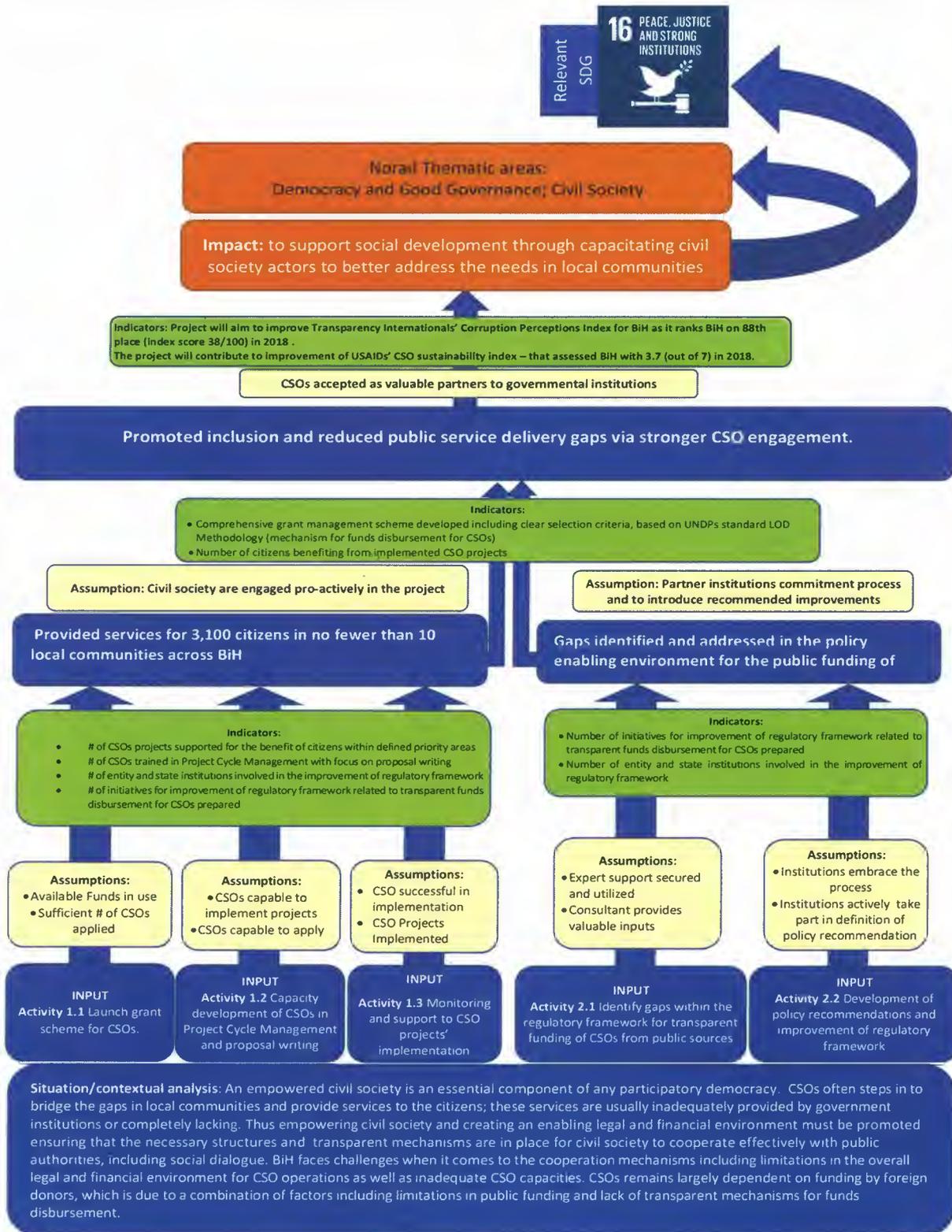
³ Regional Programme on Local Democracy in the Western Balkans – ReLOaD (2017-2020) is an EU funded initiative with specific objective to strengthen partnerships between local governments and civil society in the Western Balkans by scaling-up a successful model of transparent and project-based funding of CSOs from local government budgets towards greater civic engagement in decision-making and improvement of local service delivery. ReLOaD is implemented in Albania, Bosnia and Herzegovina, North Macedonia, Kosovo*, Montenegro and Serbia. Details available at: https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/operations/projects/poverty_reduction/regional-programme-on-local-democracy-in-the-western-balkans--re.html

⁴ Bosnia and Herzegovina 2018 Report (2018 Communication on EU Enlargement Policy, Strasbourg, 17.4.2018, page 5, Document available at: <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-bosnia-and-herzegovina-report.pdf>

2. STRATEGY

2.1. Impact hypothesis/theory of change

By enhancing CSOs capacities to effectively deliver services to citizens and by addressing the gaps in the policy/regulatory environment relevant for public funding of CSOs, the Project will contribute to reduced public service delivery gaps and greater CSOs engagement in support of social inclusion processes. This will be attained if envisaged inputs to the Project are secured, including financial and human resources, and relevant expertise, under the assumptions that the targeted CSOs and institutions embrace the proposed intervention.



2.2. Hierarchy of objectives (including a visual snapshot)

The Project **impact** is to be manifested via *support to social development through capacitating civil society actors to better address the needs in local communities*. In this context, the Project **outcome** is as follows: *Promoted inclusion and reduced public service delivery gaps via stronger CSO engagement*.

This will be achieved through two inter-related project **outputs**. The first output envisages implementation of a grant scheme for CSOs, while the second entails support for policy realignment across both entities and relevant state level institutions, designed at bringing the CSO funding practices in line with principles of openness, accountability and transparency.

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

The project has direct linkages to the Guidelines for EU support to Civil Society in Enlargement Countries, 2014-2020 and their specific objective 2: an enabling financial environment, which supports sustainability of CSOs.⁵ It represents the continuation of efforts in strengthening participatory democracies and the EU integration process in the Western Balkans by empowering civil society to actively take part in decision making and by stimulating an enabling legal and financial environment for civil society.

The Project is also linked with the Norwegian Development Cooperation with Western Balkans relevant for BiH, as it contributes to two fields of intervention within the Norwegian Agency for Development Cooperation – Norad, namely: Democracy and Good Governance; Civil Society.

2.3 Alignment with UN and UNDP Programmatic Framework

The Project is aligned with the United Nations Sustainable Development Cooperation Framework for the period 2021-2025 (*By 2025, people contribute to, and benefit from more accountable and transparent governance systems that deliver quality public services and ensure rule of law*) and was aligned with United Nations Development Framework 2015 – 2019, namely its Outcome 4: *By 2019, economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors*. It also stems from the UNDP BiH Country Programme Document 2021 -2025 and was initiated in line with 2015 – 2019.

In the framework of the 2030 Agenda for Sustainable Development the project will contribute to the achieving the targets set for the Sustainable Development Goal (SDG) 16: *Promote just, peaceful and inclusive societies*.

⁵ Guidelines for EU support to civil society in enlargement countries, 2014, 2020.
https://eeas.europa.eu/sites/eeas/files/doc_guidelines_cs_support1.pdf

3. RESULTS AND PARTNERSHIPS

3.1. Detailed description of outputs⁶ and activities

The Project has two outputs: 1) Provided services for citizens in no fewer than 12 local communities across BiH, and 2) Gaps identified and addressed in the policy enabling environment for the public funding of CSOs.

To achieve **Output 1**, the Project will launch a grant scheme for CSOs, in line with the LOD Methodology for Transparent Funds Disbursement, with focus on CSO projects that enhance the quality of services needed by the citizens.

Grants will be awarded to CSOs based on a competitive process, with selected projects addressing issues in the following thematic areas: social services for the most vulnerable; inclusion; youth; activism and volunteerism; gender equality; environmental protection; and human rights. The grant scheme will be implemented across two windows. The first window will target small-scale grants to grassroots CSOs in the amount of up to BAM 20,000 (at least 10 CSO projects). The second window will support CSOs with projects ranging from BAM 20,000-60,000 (at least 10 CSO projects). It is expected that overall 4,800 citizens will benefit from the implementation of awarded CSO projects.

To effectively execute the grant scheme, the project will support all interested CSOs, both prior and during the public call. Prior to the public call, CSOs will be invited to a 2-day Project Cycle Management training focused on proposal writing. The training will be held in three (3) locations (Banja Luka, Mostar and Sarajevo) during first phase and) in second phase of the project on two locations (Sarajevo and Banjaluka) one day trainings will be organised During each public call, an info session will be organized to explain propositions of the public call, reduce common mistakes and ensure highest possible quality of project proposals. Evaluation of the CSO project proposals will be performed by UNDP in close cooperation with the representatives of the donor. In addition to receiving grant funds, selected and awarded CSOs will be assisted in improving their capacities in management, PR, accountability, etc. Also, during the implementation of each supported project, UNDP will provide guidance in implementation through regular monitoring (on-the-job-coaching) as a mechanism to ensure each supported CSO project delivers on the expected results.

This output will be realised through the following set of activities:

- 1.1 Launch grant scheme for CSOs
 - Develop clear priorities and criteria for Public Call for CSOs,
 - Launch Public Calls for CSO Proposals, selection and contracting of CSOs.

- 1.2 Capacity development of CSOs in Project Cycle Management and proposal writing
 - Prepare curricula and execute three customized training (project proposal writing, logical framework, visibility, procurement, reporting, etc.) to raise the capacities of CSOs to better respond to the Public call for CSO (trainings to be organised in Banja Luka, Mostar and Sarajevo),
 - Execute open days for CSOs in three localities in Bosnia and Herzegovina during Public Call for CSOs.

- 1.3 Monitoring and support to CSO projects' implementation
 - Monitoring of awarded CSO projects, including on-the-job mentoring (management capacities, procurement, transparent procedures, reporting, etc.),
 - Supporting CSOs to ensure alignment of their actions with implementation rules and increase their capacities through on-the-job coaching,
 - Promotion of CSO project results.

⁶ Note: there are terminological differences regarding UNDP and Norwegian (in this case donor) definitions of results. In the context of this project, output corresponds to activity in UNDP Results and Resource Framework (RRF). For clarity purposes, the UNDP RRF and the original Results Framework from the project application are embedded within the Project Document.

Under **Output 2**, the project will focus on identifying and addressing gaps in the policy enabling environment for the public funding of CSOs. It will work with institutional counterparts to improve the funding environment for CSOs at entity and state levels through promoting principles of transparency and accountability in the relevant policy framework. Assistance will be provided to relevant entity and state level ministries to identify weaknesses in the public funding regulatory framework. In this context, the project will work closely with the BiH Ministry of Justice, the FBiH Ministry of Justice and the RS Ministry of Administration and Local Self-Government. The project is expected to generate at least one concrete policy action for the improvement of CSO funding at state and/or entity level.

This output will be realised through the following set of activities:

- 2.1 Identify gaps within the regulatory framework for transparent funding of CSOs from public sources:
 - Mapping key stakeholders and facilitating the process (for transparent funding of CSOs),
 - Analysis of gaps in existing regulations and development of a regulatory impact assessment related to transparent funding of CSO.

- 2.2 Development of policy recommendations for improvement of regulatory framework:
 - Identification of the key institutional representatives and formalisation of the working group for policy recommendations
 - Technical assistance - organising and facilitation of working group meetings (participation of all relevant national and entity stakeholders (ministries)) to define policy recommendations for improvement of regulatory framework for more transparent funding of CSOs,
 - Public consultations for validation of policy recommendations,
 - Promotion of policy recommendations and results of the working group.
 - In continuation of cooperation with Ministry of Justice FBiH project will offer expert support to the ministry in development of legal documents that are identified through processes conducted in first phase of EMBRACE.
 - BiH government is active within initiative "Open Government Partnership's" but their action plan is expiring in 2021 and they need development of new action plan. In line with this, EMBRACE plans to support the process with expertise necessary for organizing workshops to develop new Action plan. It is intended to have up to five workshops most probably in online format while EMBRACE will provide necessary expert support in execution.

The expected project duration is 12 months, from 01 November to 31 October 2020.

3.2. Methodological approach

The Project implementation methodology will represent the continuation of the positive practices attained through LOD and Reload projects. Calls for CSOs will be carried out to select eligible projects, in line with the LOD methodology. Capacity development for civil society will be steered towards enhancing CSOs technical skills regarding planning and implementation of projects at the local level. Thus, the Project will assist the CSOs to professionalize and respond to target groups' needs when competing for public funds. The project will promote the principles of transparency and inclusiveness, as well as to improve existing regulations related to grant schemes and CSO funding from public budgets.

3.3 Target groups, beneficiaries

CSOs are key target group. It is expected that the Project will support directly at least 30 CSOs from not fewer than 12 localities across the country. The Project will directly support strengthening of project capacity of at least 70 CSOs, thus improve their overall absorption capacity regarding various funding opportunities.

Final beneficiaries are grass-root CSOs, citizens and local communities who will benefit from improved and diversified local service delivery. Having in mind that the Project will support implementation of CSO projects in not fewer than 12 localities, it is expected that the outreach to direct beneficiaries will be approximately 4,800 citizens, including, socially excluded population groups.

Main beneficiaries:

- 30 CSOs in minimum of 12 localities across Bosnia and Herzegovina;
- BiH Ministry of Justice of Bosnia and Herzegovina;
- FBiH Ministry of Justice;
- RS Ministry of Administration and Local Self Government;
- 4,800 citizens in 12 local communities across BiH.

3.4. Geographical area of intervention

The project will be implemented in BiH and awarded CSO projects selected will be dispersed in more than 12 localities to be selected through public call in the initial stage of the project implementation. Close coordination with other UNDP projects supporting CSOs (e.g. ReLOaD) and service provision will be executed, and any possible duplication will be avoided.

3.5. Resources Required to Achieve the Expected Results

The total budget of the project is USD 872,463.68 (NOK 7,500,000).

Direct eligible costs of the Project are at USD 799,838.35 (6,875,688 NOK) or 91.68%, while indirect costs (including coordination levy) amount to USD 72,625.33 (624,312 NOK) or 8.32 %

Financial resources allocated for programmatic activities amount to approximately 70.15% of the project budget at USD 612,007.48 (NOK 5,260,115), with the following distribution along the two project outputs:

- Output / Activity 1 – approximately 95.43%
- Output / Activity 2 – approximately 4.57%

The remaining 29.85% of the Project's budget amounting to USD 260,456.20 (NOK 2,239,885) is distributed on: Personnel costs, Operating Costs and Purchase of equipment including indirect cost and coordination levy.

The detailed project budget is enclosed in **Annex II**.

3.6. Partnerships (stakeholders' engagement)

The project will seek to establish sound linkages and partnerships with higher government levels that deal with CSOs. The project partnerships will involve central authorities, respective offices for collaboration with civil society, as well as authorities on the entity level in order to assess the current framework and suggest changes that would lead towards further promotion of more transparent allocation of public funds to CSOs. Finally, to increase the impact of the project, close synergies will be ensured with other UNDP-implemented interventions in the field of local governance and local development such as ReLOaD programme.

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

In general, and as a correlative standard, the project will ensure gender equality perspective across all activities. Special attention will be given to equal participation of men and women in all capacity development activities (trainings, workshops). In addition, special attention will be given to women empowerment through supported CSO projects. Importantly, women and their organisations will be

encouraged to engage and participate in project activities. Considering lessons learnt from the implementation of the ReLOaD project in BiH and the Western Balkans region, the project will directly support socially excluded population groups. Social services for the most vulnerable, social inclusion, gender equality, environmental protection, human rights, etc. will be favoured where applicable through awarded CSO projects. In that regard, the project will assist in reinforcing service delivery and community wellbeing, especially in areas where services fail to reach specific population groups.

3.8 Synergies with other on-going or planned interventions

The project strongly leans on ReLOaD and its component implemented in BiH. ReLOaD improves cooperation between local governments and CSOs, while strengthening capacities of all relevant stakeholders to engage more productively in such partnerships. In that regard, experiences and lessons learned under ReLOaD will be utilised within the project. Thus, the project will use the grant scheme tool and use the lessons learned to eliminate or reduce the institutional barriers for the transparent engagement of the civil society. ReLOaD project by its design does not allow high involvement in institutional and framework improvement but has gathered a lot of insights to be used by the project.

3.9. South-South and Triangular Cooperation (SSC/TrC)

The Project is designed to ensure broader understanding of the benefits from CSO cooperation with government and especially in relation to bridging the gaps where governmental assistance is not efficient or effective. The Project will initiate discussion among institutions and execute the grant scheme with transparent CSO financing mechanisms according to most urgent priorities across BiH. These actions strongly relate to ReLOaD intervention and fit into positive practices already initiated on the local level.

3.10. Knowledge management

The Project will further support long term actions of UNDP to introduce a model of transparent and project-based funding of CSOs by governments recognising the local needs and embracing a project-based approach. Furthermore, the project will serve as a starting point for **piloting of dialogue among key institutional partners** in order to improve the framework for funding of civil society and direct the efforts towards identifying obstacles and developing suggestion for their removal. Furthermore, to increase the impact of the Project, close synergies will be ensured with other UNDP-implemented interventions in the field of local governance and local development.

3.11 Use of existing country systems, mechanisms and frameworks

The Project is fully aligned with the LOD methodology that is institutionalised in many local governments in BiH. In this context, the Project will utilise the existing local strategic frameworks, as well as legitimate institutions and their resources.

3.12 Sustainability and scaling up

The Project will rely on institutional partners to assume ownership, thus providing for outcome sustainability. The positive effects of the projects supported through grant scheme for CSOs will be exploited as a successful practice showcasing to decision makers how the assistance provided by CSOs can fill in the gaps created by lack of service provision by responsible institutions. The events organized by partner CSOs will also serve as an opportunity to promote benefits of cooperation and benefits that upgraded institutional framework could bring in relation to the existing demand in the field. It is of the utmost importance that improvements to the regulatory framework continue past the Project's lifetime in order to fully meet objectives, considering the projects' short lifespan. Therefore, the project will rely heavily on stakeholders in this regard, that are expected to spearhead the reform process. With such a network in place, the processes initiated under the auspices of this intervention are expected to continue even once the project has ended.

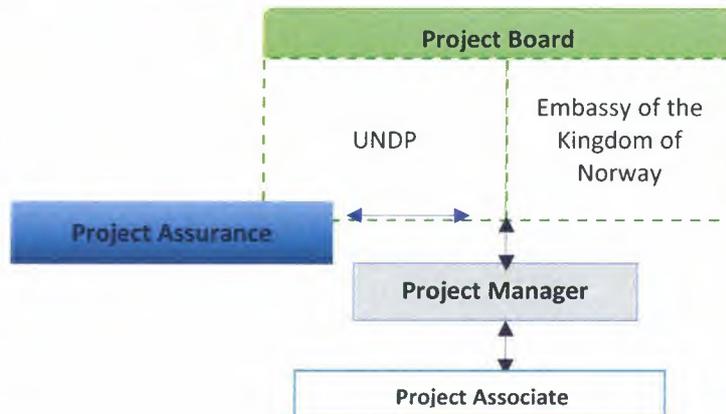
4. PROJECT MANAGEMENT

4.1. Project Management

UNDP in BIH will assume full responsibility and accountability for the overall management of the project, including achieving of the output, the efficient and effective use of resources, as well as implementation monitoring. The Direct Implementation Modality (DIM) will be applied, premised on the fact that institutional and administrative capacities within national stakeholders are still not sufficient to undertake core functions and activities, also having in mind its high potential for maximum cost-effectiveness and tailored flexible capacity development of institutional partners.

The institutional structure of UNDP interventions includes the Project Board, Project Assurance and the Project Team, interacting in a broader context with partners and all interested stakeholders. The Project Board (PB) is responsible for making cooperative, advising and support role and therefore assists to proper decision making executed by the project team. It will meet no fewer than twice a year and its scope of work will include project oversight, as well as regular review of work plans, progress reports and relevant procedures submitted by the Project Team. It also provides strategic guidance, as well as gives final approval to milestone strategic and operational matters. Members of the Project Board include representatives of the Norwegian Ministry of Foreign Affairs - Royal Norwegian Embassy Sarajevo and UNDP. Independent of the Project Manager, the Project Assurance role will support the Project Board by carrying out objective and independent Project oversight and monitoring functions. This role ensures Project milestones are managed and completed. It will be performed by the UNDP Rural and Regional Development Sector Leader through Inclusive Societies/Social Contract Portfolio lead. The first phase of the project envisages wider organisational structure with additional post of Project officer and higher engagement of the Project manager (30%) which will not be necessary in the second phase.

The Project Team in the end will be composed with one full time post (Project Associate) and Project manager on a part time basis (12%).



4.2. Cost efficiency and effectiveness

The project will deploy measures 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. All training and capacity development assistance will be delivered observing locality and timing, to ensure economy of scale. For further cost efficiency, the Project will make use of existing relevant training curricula's, thus reduce cost for training. Also, the Project will constantly seek to pair up its effort and activities with other UNDP implemented intervention to increase efficiency and achieve better results.

4.3. Project monitoring, evaluation and reporting

The project will be monitored and evaluated in line with UNDP corporate standards. Project monitoring will be characterised by a gender-sensitive approach. The main tools for organising the monitoring system encompass: the gender-sensitive Results Framework and its indicators as described in section 5 of the Project Document; and the project risk analysis.

Evaluations:

- A detailed Monitoring and Evaluation Plan will be developed to map all essential steps and tools in assessing and reporting progress towards achieving project objectives.
- On a quarterly basis, a quality assessment shall record progress towards the completion of key results.
- Based on the initial risk analysis, a risk log shall regularly be updated by reviewing the external environment that may affect the project implementation.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project.

Reporting:

- **Final/Annual Narrative and Financial Reports** shall be prepared by the Project Manager and shared with the Project Board.

4.4. Visibility and communication

The project will ensure visibility according to the UNDP standards and requirements of the donor. The visibility activities will be executed in close cooperation between the UNDP and the Norwegian Ministry of Foreign Affairs – Royal Norwegian Embassy in Sarajevo, focusing on outputs and the impact of the project's results. Visibility and communication plan will be basis for promoting project achievements.

5. RESULTS FRAMEWORK

5.1. Results framework (format by the Government of the Kingdom of Norway)

Level	Goal (expected result)	Indicator and Source Reference	Indicator Values			Comments
			Baseline (2018)	Milestone (target) Year 1	Milestone (target) Final	
Impact	To support social development through capacitating civil society actors to better address the needs in local communities	<ul style="list-style-type: none"> - Project will aim to improve Transparency Internationals' Corruption Perceptions Index for BiH as it ranks BiH on 88th place (index score 38/100)⁷ in 2018 - The project will contribute to improvement of USAIDs' CSO sustainability index – that assessed BiH with 3.7 (out of 7) in 2018. 	38	37	37	
Outcome	Promoted inclusion and reduced public service delivery gaps via stronger CSO engagement.	<ul style="list-style-type: none"> - Comprehensive grant management scheme developed including clear selection criteria, based on UNDPs standard LOD Methodology (mechanism for funds disbursement for CSOs) Source: Model materials, media recordings and published documents	n/a	Yes/No	Yes/No	
		<ul style="list-style-type: none"> - Number of citizens benefiting from implemented CSO projects Source: Project reports, project monitoring reports, media	13,818	16,918 (equal participation of women)	18,618 (equal participation of women)	Target value includes baseline
Output 1	Provided services for citizens in local communities across BiH	<ul style="list-style-type: none"> - Number of CSOs projects supported for the benefit of citizens within defined priority areas - Number of citizens benefiting from the improved services - Number of additional local governments providing better service to citizens through CSO engagement Source: Project reports, training reports	93 0 0	116 1300 6	127 4100 12	At least 10 CSO projects (20-60.000 BAM) At least 10 CSO projects (10-20.000 BAM)

⁷ <https://www.transparency.org/cpi2018#results>

		<ul style="list-style-type: none"> - Number of CSOs trained in Project Cycle Management with focus on proposal writing - Source: Project reports, training materials, evaluation of trainings (feedback from beneficiaries), media 	360	At least 420CSOs within the country	At least 420 CSOs within the country	Target value includes baseline
Output 2	Gaps identified and addressed in the policy enabling environment for the public funding of CSOs	<ul style="list-style-type: none"> - Number of initiatives for improvement of regulatory framework related to transparent funds disbursement for CSOs prepared - Source: Project reports, partner government decisions and reports 	0	1	1	
		<ul style="list-style-type: none"> - Number of entity and state institutions involved in the improvement of regulatory framework - Source: Project reports, partner government decisions and reports 	0	1	2	
Activity 1.1 Launch grant scheme for CSOs. <ul style="list-style-type: none"> - Develop clear priorities and criteria for Public Call for CSOs, - Launch Public Calls for CSO Proposals, selection and contracting of CSOs. 						
Activity 1.2 Capacity development of CSOs in Project Cycle Management and proposal writing <ul style="list-style-type: none"> - Prepare curricula and execute three customized training (project proposal writing, logical framework, visibility, procurement, reporting, etc.) to raise the capacities of CSOs to better respond to the Public call for CSO (trainings to be organised in Banjaluka, Mostar and Sarajevo), - Execute open days for CSOs in three localities in Bosnia and Herzegovina during Public Call for CSOs. 						
Activity 1.3 Monitoring and support to CSO projects' implementation <ul style="list-style-type: none"> - Monitoring of awarded CSO projects, including on-the-job mentoring (management capacities, procurement, transparent procedures, reporting, etc.), - Supporting CSOs to ensure alignment of their actions with implementation rules and increase their capacities through on-the-job coaching, - Promotion of CSO project results. 						
Activity 2.1 Identify gaps within the regulatory framework for transparent funding of CSOs from public sources <ul style="list-style-type: none"> - Mapping key stakeholders and facilitating the process, - Analysis of gaps in existing regulations and development of a regulatory impact assessment related to transparent funding of CSO. 						
Activity 2.2 Development of policy recommendations for improvement of regulatory framework <ul style="list-style-type: none"> - Identification of the key institutional representatives and formalisation of the working group for policy recommendations - Technical assistance - organising and facilitation of working group meetings (participation of all relevant national and entity stakeholders (ministries)) to define policy recommendations for improvement of regulatory framework for more transparent funding of CSOs, - Public consultations for validation of policy recommendations, - Promotion of policy recommendations and results of the working group. - Continuation of cooperation with Ministry of Justice FBiH in development of legal documents that are identified through processes conducted in first phase - Support to BiH government within initiative "Open Government Partnership's" 						

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: UNDAF outcome Outcome 5. By 2025, there is stronger mutual understanding, respect and trust among individuals and communities.

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

CPD 2021-2025: Indicator 3.2a: Number of civil society organisations benefiting from enhanced organisational and technical capacity enabling them to steer democratic processes and implement development-oriented initiatives.

Baseline (2019): 484.

Target (2025): 809.

Source, frequency: Reports from the European Union (annual) and UNDP programme reports (annually).

Applicable Output(s) from the UNDP Strategic Plan: Output 1.2.1: Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services

1.1.2.1 Number of people accessing basic services, disaggregated by target groups.

Project title and Atlas Project Number: Enable and Manage more Beneficial Civil Society – EMBRACE; BIH10/00120690

EXPECTED OUTPUT	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Promoted inclusion and reduced public service delivery gaps via stronger CSO engagement.	1.1 Comprehensive grant management scheme developed including clear selection criteria, based on UNDPs standard LOD Methodology (mechanism for funds disbursement for CSOs)	Model materials, media recordings and published documents	No	2019	Yes	Yes	Yes	n/a	n/a	yes	Field visits and CSO reports Low interest of CSOs for capacity building activities (PCM, open days, etc.). Low utilization of grants due to low CSO capacity to develop good projects.
	1.2 Number of citizens benefiting from implemented CSO projects (disaggregated for man, women and marginalized).	Project reports, project monitoring reports, media	13,818	2018	16,918	n/a	18,618	n/a	n/a	18,618	
	1.3 Number of CSOs projects supported for the benefit of citizens within defined priority areas	Project reports, training reports	93	2018	116	127	127	n/a	n/a	127	
	1.4 Number of CSOs trained in Project Cycle Management with focus on proposal writing	Project reports, training materials, evaluation of trainings (feedback from beneficiaries), media	360	2018	410	420	420	n/a	n/a	420	
	1.5 Number of initiatives for improvement of regulatory framework related to transparent funds disbursement for CSOs prepared	Project reports, partner government decisions and reports	0	2018	1	1	1	n/a	n/a	1	

	1.6 Number of entity and state institutions involved in the improvement of regulatory framework	<i>Project reports, partner government decisions and reports</i>	0	2018	1	1	2	n/a	n/a	2	Inadequate response of national partners in identifying gaps in regulations.
* Baseline values are related to relevant achievements within ReLOaD program until December 2018.											

6. 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	<i>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.</i>	<i>Quarterly, or in the frequency required for each indicator.</i>	<i>Slower than expected progress will be addressed by project management.⁹</i>	UNDP	
Verify progress	<i>Verify output progress and/or completion</i>	<i>Quarterly, or in the frequency of the Project Board review</i>	<i>Slower than expected progress will be addressed by project management.¹⁰</i>	UNDP	
Monitor and Manage Risk	<i>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.</i>	<i>Annually</i>	<i>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.¹¹</i>	UNDP	

⁸ Projects should use output indicators from the Strategic Plan IRRF and from the Country Programme Document, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

⁹ Templates: [Results framework](#); [CO Project Monitoring Platform](#); Atlas (Output, Targets and Results Log; Activity Log).

¹⁰ [Field Visit Report Template](#).

¹¹ [Project Risk Log and Templates](#); [Social and Environmental Standards](#); [Enterprise Risk Management Policy](#).

Learn	<i>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.</i>	<i>At least annually</i>	<i>Relevant lessons are captured by the project team and used to inform management decisions.¹²</i>	<i>UNDP</i>	
Annual Project Quality Assurance	<i>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.</i>	<i>Every other year</i>	<i>Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.</i>	<i>UNDP</i>	
Review and Make Course Corrections	<i>Internal review of data and evidence from all monitoring actions to inform decision making.</i>	<i>At least annually</i>	<i>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</i>	<i>UNDP</i>	
Project Report	<i>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.</i>	<i>At the end of the project (final report)</i>		<i>UNDP</i>	
Project Review (Project Board)	<i>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.</i>	<i>Quarterly, or in the frequency of the Project Board review</i>	<i>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</i>	<i>UNDP</i>	
<i>Total costs for regular project monitoring activities are already included in the overall budget of the Project (5 % of total budget)</i>					<i>43,623.18 USD</i>

¹² Template: [Lessons Learned Log](#)

7. MULTI-YEAR WORK PLAN

EXPECTED OUTPUT	ACTIVITIES	PLANNED SUB-ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
			Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
OUTPUT: Promoted inclusion and reduced public service delivery gaps via stronger engagement.	1. Develop a grant scheme based on the LOD Methodology for Transparent Funds Disbursement to CSOs, to support CSO projects that enhance the quality of services needed by the citizens in local communities.	1.1 Launch grant scheme for CSOs.	USD 218,735.10	USD 206,506.46	USD 127,365.40	0	UNDP	The Norwegian ministry of foreign affairs- Royal Norwegian Embassy Sarajevo		USD 552,606.96
		1.2 Capacity development of CSOs in Project Cycle Management and proposal writing	USD 2,000.24	USD 2,721.63	USD 3,664.34	0	UNDP			USD 8,386.20
		1.3 Monitoring and support to CSO projects' implementation	USD 7,889.90	USD 8,234.50	USD 6,951.22	0	UNDP			USD 23,075.61
		Sub-Total for Activity 1								
	2. Support institutional counterparts to improve the public funding regulatory framework for CSOs, at entity and state levels.	2.1 Identify gaps within the regulatory framework for transparent funding of CSOs from public sources	USD 7,424.69	USD 5,753.38	USD 554.58	0	UNDP	The Norwegian ministry of foreign affairs- Royal Norwegian Embassy Sarajevo		USD 13,732.65
		2.2 Development of policy recommendations and improvement of regulatory framework	USD 1,427.85	USD 3,997.72	USD 8,780.49	0	UNDP			USD 14,206.06
		Sub-Total for Activity 2								
	3. Project Management	3.1. Project staff and Management	USD 69,880.77	USD 68,795.46	USD 49,154.65	0	UNDP	The Norwegian ministry of foreign affairs- Royal Norwegian Embassy Sarajevo		USD 187,830.87
		Sub-Total for Activity 3								
		General Management Support (8%)		USD 24,588.68	USD 23,680.73	USD 15,717.65	0	UNDP	The Norwegian ministry of foreign affairs- Royal Norwegian Embassy Sarajevo	
	Standard Coordination Levy (1%)		USD 3,319.47	USD 3,196.90	USD 2,121.89	0	UNDP	The Norwegian ministry of foreign affairs- Royal Norwegian Embassy Sarajevo		USD 8,638.26
	TOTAL									USD 872,463.68

8. 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 following documents represent the basis for the UNDP activities in the country:

- The United Nations Sustainable Development Cooperation Framework for the period 2021-2025 (signed by the Council of Ministers of Bosnia and Herzegovina and UN on 20 May, 2021)
- 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),
- UNDP Country Programme Document 2021-2025
- UNDP Country Programme Document 2015-2019 .

This project will be implemented by United Nations Development Programme - UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

9. RISK MANAGEMENT

Option b. UNDP (DIM)

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]¹³ [UNDP funds received pursuant to the Project Document]¹⁴ 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/aa_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. *In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.*
6. *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.*
7. *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*

¹³ To be used where UNDP is the Implementing Partner.

¹⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.*
- d. 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.*
- e. 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.*
- f. 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.*
- g. 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.

- h. Choose one of the three following options:*

Option 1: 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 this 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. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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.

- i. 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.*
- j. 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.*
- k. 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.*

10. ANNEXES

Annex I: Project Quality Assurance Report

Annex II: Project budget

Budget description		Number	Unit	Unit cost (USD)	TOTAL (USD)
1	Personnel costs				116,950.46
1.1	Project Manager (12.80%)	12	month	501	6,017.51
1.2	Project Officer (0%)	0	month	-	-
1.3	Project Associate (100%)	28.67	month	2,450	70,250.36
1.4	Sector Quality Assurance	33	month	616	20,341.30
1.5	Programme Operations and Financial Support	33	month	616	20,341.30
2	Travel				2,711.28
2.1	Travel (activities implementation)	33	lumpsum	82*	2,711.28
3	Programme Activities				609,296.20
3.1	Capacity building of CSOs - Trainer/Mentor for CSOs	22	Expert day	196*	4,305.83
3.2	Capacity building of CSOs - logistics (training venues, materials, accommodation, food, etc.)	5	per training	545*	2,724.73
3.3	Monitoring and on-the-job training to CSOs	140	Expert day	165*	23,075.61
3.4	Grants for CSOs	34	Per CSO	15,438	524,899.76
3.5	Technical Assistance - Regulatory Impact Assessment (2 RIAs)	20	Expert day	243.85*	4,877.01
3.6	Technical assistance to working groups (facilitation)	0	Expert day	-	-
3.7	Technical assistance to development of policy recommendations	0	Expert day	-	-
3.8	Working group meetings	2	Lumpsum	3,250*	7,500.00
3.9	Expert support to policy development (two experts)	60	Expert day	237*	14,206.06
3.10	In-kind support to grassroot CSOs	23	Per CSO	1,204	27,707.20
4	Operating Costs				67,945.23
4.1	Operations costs (rent of offices, office furniture, etc.)	33	month	1,285*	42,409.92
4.2	Vehicle cost	33	month	130*	4,295.12
4.3	Other costs (translation, media ads, etc.)	33	month	95*	3,143.41
4.4	Bank fees	33	month	30	990.00
4.5	Office supplies	33	month	10	330.00
4.6	Visibility	33	lumpsum	508*	16,776.78
5	Purchase of equipment				2,935.18
5.1	ICT equipment (laptop, docking stat., monitor)	2	lumpsum	1,468	2,935.18
	SUBTOTAL				799,838.35
	Indirect operating costs (8 %)				63,987.07
	SUBTOTAL (incl. Indirect costs)				863,825.42
	Standard Coordination Levy (1%)				8,638.25
	TOTAL Project Costs				872,463.68

Annex III: Social and Environmental Screening

Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Enable and Manage more Beneficial Civil Society Environment - EMBRACE
2. Project Number (i.e. Atlas project ID, PIMS+)	Award ID: 00120690; Project ID: 00116787
3. Location (Global/Region/Country)	Bosnia and Herzegovina
4. Project stage (Design or Implementation)	Implementation
5. Date	August 1, 2021

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The Project document does not explicitly elaborate on human rights it addresses nor it provides reference to the standards adhered to. However, it does provide evidence of genuine project's intention to foster progressive realization of social and economic rights of targeted groups through improved CSO service delivery that caters to citizens' needs.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The Project recognizes that long-term, sustainable development will only be possible when women and men enjoy equal opportunity to rise to their potential. The notion of gender equality has been considered in the process of Project design, as well as mainstreamed within its activities. The Project monitoring framework is gender-sensitive and envisages sex-disaggregated data collection for all relevant indicators. The Project will use gender-sensitive criteria to encourage Civil society organisations in projects development that will focus on addressing issues pertinent to women. As part of the policy component, the Project will recommend to governments to incorporate elements of gender sensitivity in any future legal act that will be developed with

support from the Project. Gender equality will be considered in the preparation and delivery of capacity building and awareness-raising events throughout the Project to ensure representation.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project does not have obvious impact to the environment. But will take into consideration throughout all funded CSO projects.

Briefly describe in the space below how the project strengthens accountability to stakeholders

Project involves stakeholders as partners in its policy component and as such assigns accountability for the processes to institutional partners. UNDP in BIH will assume full responsibility and accountability for the overall management of the Project, including achieving of the outputs and outcome, the efficient and effective use of resources, as well as implementation monitoring. The Project structures will include the Project Board as a main steering mechanism and the decision-making authority, responsible for the Project management oversight. The Project Board will review and endorse annual work plans, supervise the implementation progress and authorize any major deviation therefrom. Members of the Project Board will be senior representatives of the UNDP and representatives of Norwegian Embassy in Sarajevo . UNDP will notify its major stakeholders on available compliance mechanisms to ensure individuals, peoples, and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>		QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood <i>(1-5)</i>	Significance <i>(Low, Moderate Substantial, High)</i>	Comments <i>(optional)</i>	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: There a potential risk that duty-bearers do not have the capacity to meet their obligations in the Project.	I = 3 L =3	Low		The potential impact on project outcomes is deemed high and the project will consider, in close

				cooperation with the donor, repeated public calls for CSOs should there be insufficient interest. Further analysis and close watch of the situation in the field will be provided to ensure utilization of the funds awarded to CSOs. Adjustments in eligibility criteria will also be considered.
Risk 2: The Project could potentially restrict availability, quality of and access to resources or basic services to marginalized individuals or groups.	I = 3 L = 2	Low		The potential impact on the project is deemed moderate to high and mitigation opportunities include working closely with the partners from the outset to create a working group of national counterparts who will ensure rapid policy action and communication with decision makers.
Risk 3: The Project result in potential to increase health risks related to COVID-19 pandemic	I = 2 L = 3	Low		The Programme will develop basic tools and approaches to enable potential distance learning and remote implementation of activities in times of such events.
	QUESTION 4: What is the overall project risk categorization?			
	Low Risk	<input checked="" type="checkbox"/>		The project is assessed as a low risk category, particularly from human rights, climate change and health aspects viewpoint.
	Moderate Risk	<input type="checkbox"/>		
	Substantial Risk	<input type="checkbox"/>		

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

			Plan which may include range of targeted plans)
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)
	Based on identified risks, which Principles/Project-level Standards triggered?		Comments (not required)
	Overarching Principle: Leave No One Behind		
	Human Rights	X	N/A
	Gender Equality and Women's Empowerment	<input type="checkbox"/>	N/A
	Accountability	<input type="checkbox"/>	N/A
	1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>	N/A
	2. Climate Change and Disaster Risks	<input type="checkbox"/>	N/A
	3. Community Health, Safety and Security	<input type="checkbox"/>	N/A
	4. Cultural Heritage	<input type="checkbox"/>	N/A
	5. Displacement and Resettlement	<input type="checkbox"/>	N/A
	6. Indigenous Peoples	<input type="checkbox"/>	N/A
	7. Labour and Working Conditions	<input type="checkbox"/>	N/A
	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	N/A

Final Sign Off

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

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		Amra Zorlak, Monitoring and Evaluation Analyst
QA Approver		Sukhrob Khoshmukhamedov, Deputy resident Representative
PAC Chair		Adela Pozder-Cengic, Chair of the LPAC

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
<p>INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.</p>	
<p>Overarching Principle: Leave No One Behind</p>	
<p>Human Rights</p>	
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?
	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?
	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?
	Yes
<p><i>Would the project potentially involve or lead to:</i></p>	
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?
	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁵
	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?
	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?
	No
<p>Gender Equality and Women's Empowerment</p>	
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?
	No
<p><i>Would the project potentially involve or lead to:</i></p>	
P.9	adverse impacts on gender equality and/or the situation of women and girls?
	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?
	No

¹⁵ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable <u>Natural</u> Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No

1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁶	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁷	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in <u>vulnerability to climate change</u> impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No

¹⁶ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁷ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	Yes
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ¹⁸	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		

¹⁸ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		

<p><i>Would the project potentially involve or lead to:</i></p>	
<p>8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <u>transboundary impacts</u>?</p>	No
<p>8.2 the generation of waste (both hazardous and non-hazardous)?</p>	No
<p>8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?</p>	No
<p>8.4 the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <u>Montreal Protocol</u>, <u>Minamata Convention</u>, <u>Basel Convention</u>, <u>Rotterdam Convention</u>, <u>Stockholm Convention</u></i></p>	No
<p>8.5 the application of pesticides that may have a negative effect on the environment or human health?</p>	No
<p>8.6 significant consumption of raw materials, energy, and/or water?</p>	No

Annex IV: Risk Analysis

The following table indicates identified risks with their probability, impact and foreseen mitigation measures.

Risk	Probability	Consequence	Risk-reducing measures
Low interest of CSOs for capacity building activities (PCM, open days, etc.).	Medium	Medium impact on number of successful project proposals	Based on the long-term experience of UNDP in grant management, interest of CSOs for capacity building is not high, despite their often disappointing performance when it comes to applying for funding through calls for proposals. The Project will accordingly target grassroots CSOs with special measures, encouraging their participation via UNDP channels, partners and CSO networks.
Low utilization of grants due to low CSO capacity to develop good projects.	Medium	High impact on utilization of grant scheme.	The project will consider, in close cooperation with the donor, repeated public calls for CSOs should there be insufficient interest. Further analysis and close watch of the situation in the field will be provided to ensure utilization of the funds awarded to CSOs. Adjustments in eligibility criteria will also be considered.
Inadequate response of national partners in identifying gaps in regulations.	Medium	High impact on making timely alterations within the regulatory framework	Procedural changes by governmental administration are time-consuming processes and, as such, may have an adverse effect on policy upgrades. The Project will thus work closely with partners from the outset to create a working group of national counterparts who will ensure rapid policy action and communication with decision makers. Ownership over the process will be equally distributed among all involved partners to ensure their support in introduction of proposed changes.
Lack of political will might hamper implementation of policy recommendations and their embedding within the regulatory framework improvements	High	High impact on timely changes in institutional framework	UNDP invests significant efforts to establish and nurture partnerships with higher levels of government and CSOs to advocate for the adoption of policies related to mechanisms for transparent funds disbursement for CSOs. This will be continued through this project.
Negative impact of measures introduced as prevention of COVID19 pandemic and its consequences on project activities	High	High impact on implementation of awarded projects and policy component	There are still measures that are in place (size of the groups in closed spaces regulation for school's operation, etc). EMBRACE team made several rounds of assessments and introduced measures to reduce impact of the risk. However, it is difficult to forecast duration of current situation and especially further developments it still might affect project implementation. This primarily affects implementation of awarded CSO projects although minimized with reassurances and adjustments in CSO implementation methodology. Additionally, it is possible that under new circumstances Governmental partners would change their priorities thus it could limit the outputs of policy component under EMBRACE project.

Main assumptions are the following:

- Ability and willingness of all stakeholders to actively participate in project activities.
- Sufficient number of CSOs willing to participate in interventions of the project.
- Continued political commitment to development of civil society. Relevant institutional partners responsible for coordination with civil society organisations engage pro-actively in the project.
- Governments' leaderships are committed to accept and further develop suggestions for improvement in the legislative and institutional framework relevant for the CSO funding.

Annex V: Project Board Terms of Reference